

The 'mad cow' crisis - Labour party leader tells prime minister there is 'humiliation' in deal with EU

Evidence for CJD link 'has strengthened'

By Clive Cookson, Science Editor
Europe's leading experts on spongiform encephalopathies said yesterday that the scientific evidence for a link between BSE and its human equivalent, Creutzfeldt-Jakob disease, had grown stronger during the past three months. But the risk of a large epidemic of CJD had receded.

Mr John Major, prime minister, will today seek an end to the beef crisis at the European Union summit in Florence, by agreeing to an additional cull of cattle which could cost at least 200m (£132m) in compensation to farmers. The British agriculture ministry admitted that its climbdown over the extent of the cattle cull would be costly.

Mr Major was reported to be furious with press reports that the concession on the call represented a humiliating defeat for Britain, and last night gave a series of television interviews in an effort to sell the deal to the public. Mr Tony Blair, leader of the opposition Labour party, told Mr Major in the House of Commons: "There is humiliation in this deal; there is ignominy in this deal. In fact it is not a deal at all - it is a rout."

and that strengthens the evidence for a link with BSE." "BSE has to be far and away the front-running hypothesis," said Dr John Collinge of St Mary's Hospital Medical School, London. "But a joint statement from the meeting emphasised that there was still no proof. The link is "based only on the geographical and temporal coincidence of the two conditions, and the plausibility of the association," the scientists said.

Dr Robert Will, head of the UK's CJD surveillance unit in Edinburgh, said the total number of confirmed cases of NV-CJD in the UK was still 11. There has been one case in France. In addition, a "small number" of suspected cases are under investigation. The scientists said it would become clear from the number of NV-CJD cases over the next year whether any epidemic would be small or large. But the fact that there had not been a surge of new cases over the past three months made them cautiously optimistic.

Controls need to reverse record of complacency

By Deborah Hargreaves in London

The government has accepted the European Commission's framework for lifting the worldwide ban on beef exports. But getting the embargo removed hangs on its ability to convince the rest of Europe that it can police the crackdown on the bovine spongiform encephalopathy disease.

- What Britain wanted
- What EU proposed

- What Britain wanted
- What EU proposed

to contract BSE - there was only one case last year. The government has now made possession of banned feed on farms a criminal offence, punishable by a fine of up to £5,000 (£7,650). The UK Agricultural Supply Trade Association is organising a series of collections to destroy meat and bone meal. The Commission wants the UK to force farmers and feed mills to clean premises and equipment once it has been collected.

took the view 'what does it matter if a bit of spinal cord is left on'. The rules called on abattoirs to perform almost surgical operations in a competitive environment where operators had to work extremely fast to remain profitable. Farmers, Maff and the meat industry recognised there was a problem with enforcement and the government set up a unified system of inspection.

after the ban and subsequently contracted BSE. Most importantly, there are grave doubts in Brussels about the enforcement of the ban on "specified bovine offals" (SBO) - essentially the spinal cord, brain and other glands - from entering the food chain. Mr Ian Gardiner, policy director of the National Farmers' Union, admits that it took a few years for the seriousness of scrapie to sink in. "BSE was treated as a dangerous disease which needed respect, but not as a national emergency."

Some British scientists believe the cause of BSE is more complicated and factors such as a large sheep population with a high incidence of scrapie should also be taken into consideration. In 1982-1983, farmers increased the amount of meat and bonemeal they fed to dairy cattle in the hope of raising milk yields and securing a higher EU milk quota - quotas were introduced in 1984. Once contaminated feed had been pinpointed as a cause of

BSE, the government moved quickly to ban it in June 1988. But crucially, it was banned only for use in cattle and sheep rations, and feed mills continued to use it for poultry and pig feed until March this year when it was banned from other livestock feed. Cattle rations could have been contaminated at the feed mills. Farmers also carried on using pig feed they had already bought and were not required to sterilise their feed bins.

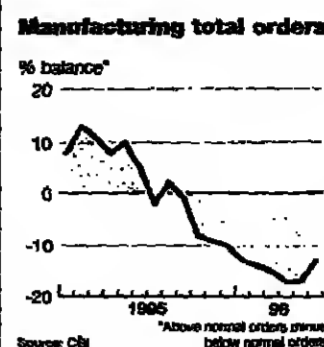
Once farmers and the government realised cross-contamination was occurring at feed mills, they did start to ensure equipment was cleaned properly. This has led to a sharp decline in the number of animals born after the feed ban

More seriously, the ban on specified bovine offals from the food chain was being widely flouted and the government had been warned repeatedly that these rules were almost impossible to carry out. One problem with tightening up inspection procedures was that responsibility lay in the hands of local authorities; the enforcement of the rules varied across the country.

The government is now confident it has enforcement procedures in place to deal with BSE, but it has taken 8 years and much arm-twisting from the European Commission to get there. "In retrospect we'd all say everything should have been pushed that bit harder," said Mr Gardiner.

UK NEWS DIGEST

Growth 'one of G7's highest'



The Organisation for Economic Co-operation and Development said yesterday in its latest Economic Outlook that the UK will be one of the fastest growing European countries over the next two years. Growth is at present below trend but activity will accelerate this year and unemployment will fall further without triggering rising inflation, the Paris-based think-tank predicted. "The OECD has become more optimistic about UK growth, revising up its forecast for GDP growth to 2.5 per cent this year and 3 per cent in 1997. This would make the UK the second-fastest growing economy in the Group of Seven leading industrialised nations next year. But it insisted the government would still meet its inflation target as inflation falls below 2.5 per cent over the next two years."

In a separate survey, the Confederation of British Industry - the UK's largest employers' lobby - says today that weak overseas demand is keeping UK manufacturing in the doldrums in spite of signs of a revival in domestic demand. The CBI's latest monthly industrial trends survey finds orders for manufactured goods were below normal for the 10th successive month, while export demand was at its lowest level for a monthly survey since February 1994.

High-tech training centre planned

The government is expected next month to announce the establishment of a national microelectronics institute aimed at improving British skills in manufacturing semiconductors. The institute will be set up in Scotland, which beat off a strong challenge from north-east England. The government hopes the scheme will help address the UK's shortcomings in technical training - a weakness identified in the annual competitiveness white paper published last week by Mr Michael Heseltine, the deputy prime minister. US and Japanese semiconductor manufacturers with plants in the UK will support the institute by making available their laboratories and equipment for training and for research. Although it will have a small government-funded headquarters, almost all the training will take place in the plants of multinationals.

'Arms-for-Iran' Tory cleared

Mr Jonathan Aitken (right), the former Treasury chief secretary, was yesterday cleared of complicity in the sale of weapons to Iran, bringing to an end a series of assaults on the government's handling of Middle East arms sales. The all-party House of Commons trade and industry committee said there was no evidence to support allegations over his directorship of the arms company Enarec. Mr Aitken insisted he did not know that naval guns made by the company were being shipped to Iran in contravention of a UN embargo. The committee dismissed evidence from Mr Gerald James, former chairman of Enarec, that Mr Aitken was present at a meeting in November 1983 at which plans were discussed to supply the weapons via Singapore.

Mr Aitken said he had been "exonerated and vindicated" by the unanimous findings. He said he had been told informally by Customs and Excise, which is conducting a criminal investigation into the affair, that they had also cleared him. Mr Aitken expressed hope that, once two libel actions he had initiated had been cleared, he would return to a cabinet position. *John Kampfner and David Wigham at Westminster*

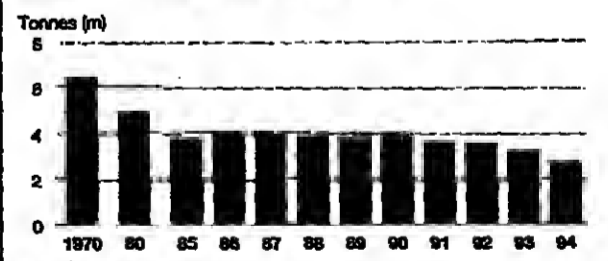
Standard Chartered fined

The Securities and Futures Authority, which regulates traders and brokers in City of London financial markets, has fined Standard Chartered, the UK-based international bank \$25,000 (£38,250) after one of its dealers falsified records to hide losses estimated at up to \$500,000. The fine was levied even though Standard Chartered quickly uncovered the loss at its capital markets unit, since closed, and immediately notified the SFA.

On target to limit acid rain

Britain is on target to meet United Nations targets for a reduction of sulphur dioxide emissions by the year 2000, according to official statistics showing a 45 per cent drop in emissions between 1980 and 1994. A significant factor in the

Sulphur dioxide emissions



reduction was the power industry's switch away from coal-fired stations. The UN Economic Commission for Europe's second sulphur protocol sets reduction targets for sulphur dioxide emissions of 60 per cent by 2000 - from a 1980 baseline. Sulphur dioxide causes acid rain, which destroys forests and lakes. It is regulated by international convention mainly because acid rain crosses national boundaries. *Leyla Boulton*

Lloyd's agrees facility for bank loan up to \$460m

By Ralph Atkins and Antonia Sharpe in London

Lloyd's of London has agreed a bank loan facility worth up to \$300m (£460m) to help fund its ambitious recovery plan - including any shortfalls caused by the insurance market's US difficulties.

The facility, arranged with three banks, is the market's first publicly syndicated loan. That suggests that confidence in Lloyd's long term future is returning. But the size of the loan highlights the financial pressures Lloyd's faces even after implementing its plan this August.

The borrowing costs could also pose an unwelcome extra burden on the future market. Last night, Limit, a listed company, became the first of the new generation of corporate investors at Lloyd's to announce it would vote in favour of a refundable levy being imposed on members underwriting since 1993. But Limit warned that its support for the recovery plan would be on the basis "that the future market contribution is not increased excessively".

Costs of the loan facility will be funded by a charge of up to 11 per cent on insurance premiums collected in 1997 and beyond. Pre-payment before the end of this year could cut the bill, however. Details of the loan facility were announced as Lloyd's last night posted revised statements showing the impact of its recovery plan on all 34,000 Names, individuals whose assets have traditionally supported the market. The plan includes a \$3.1bn out-of-court settlement offer. The statements show substantial improvements compared with earlier estimates in March. Names in Australia had last night already received summary statements and Mr John Stace, Lloyd's deputy chairman who is in the country, said they were sending "positive shock waves".

Lloyd's arranged the loan facility because it needs to pass regulators' solvency tests on August 31. By then Names should have final details on the plan but may not have paid the cost of setting up Equitas. In addition, US state securities regulators are pursuing legal action alleging investment in Lloyd's was mis-sold. The loan facility could help Lloyd's proceed without full support of US Names.

The five-year facility has been underwritten by Lloyd's long-standing bankers, Citibank, NatWest Markets and Royal Bank of Canada. The three banks are likely to sell down their underwriting commitments by syndicating the loan to other banks.

Party that launched the state service in 1947 would not restore it in full

Labour cautious on health reforms

By Mark Suzman in London

A Labour government would not scrap the present Conservative administration's five-year-old reforms of the National Health Service, Mr Tony Blair, the party leader, said yesterday. But it would make changes to alleviate the most damaging aspects of increased competition inside the service.

Mr Blair told delegates at the annual conference of the National Association of Health Authorities and Trusts that a Labour government would replace competitive contracts with co-operative planning and would scrap the system whereby family doctors manage their own budgets. It was the Labour leader's most detailed policy statement on health to date. He confirmed that, in spite of his party's longstanding opposition to the government's reforms, Labour would not seek to end the division between health authorities and hospital trusts because such moves would prove disruptive to patient care. It was the 1945-51 Labour government which introduced the NHS, with its commitment to providing free healthcare for

all. "I believe in practical reform - not upheaval based on dogma," Mr Blair said yesterday. "Our priority will be to make changes that are in the interests of patient care and not start making organisational change where it is not needed." Mr Blair tried to reinforce Labour's reputation as the party most likely to protect the fundamental values of the NHS. He promised that Labour would tackle "unacceptable variations" in treatment by creating the post of minister for public health with responsibility for co-ordinating policies

across government departments. Mr Blair also sought to put Mr Stephen Dorrell, the health secretary, on the defensive by accusing senior Conservatives of planning to turn the NHS into an inadequate "rump service" that would force more people into private healthcare. Mr Dorrell, who will address the conference today, has repeatedly committed the government to maintaining comprehensive health provision on the basis of need rather than ability to pay. *Editorial comment. Page 13*

I DRIVE THE LEFT.

OR THE PERFORMANCE CAR ON THE RIGHT?

It would appear that BMW engineers were determined that you have the best of both worlds. Why else did you work hard to get to the top? Your local BMW dealer will be happy to show you the art was worthwhile.

THE ULTIMATE DRIVING MACHINE

SURVEY: LONDON BUSINESS PROPERTY

A market in the ascendant

London's commercial property market is coming back to life, with development returning to the office, retail and leisure sectors. But demand from tenants remains patchy and only the best buildings will thrive, writes **Simon London**, the author of this special report

The old estate agency saw holds that the three most important features of an office building are location, location and location. For many companies looking for head office buildings, though, specification is now at least as important as the position and address.

Details such as floor-to-ceiling heights, the efficiency of the space and the specification of the air conditioning are the starting points from which any search for a building begins.

Property developers dream of being able to bring forward top specification buildings in prime locations. The most talked-about new building in central London is 30 Berkeley Square, where the Prudential Corporation is close to finishing a 48,000 sq ft headquarters in one of the very best locations in the West End. If Prudential can let the building for more than £50 per sq ft, the wider property market will join the celebrations.

But rents for top specification buildings in Berkeley Square are not a guide to conditions in the wider central London property market.

Companies looking for headquarters buildings in less select locations will find that the severe shortage of space which was in evidence a year ago has started to ease.

Specialist developments are bringing about 1m sq ft of new office accommodation to the market in each of the next three years. The first of the new speculative buildings have been completed and are ready for occupation.

Hermes, the post and telecommunications pension fund manager, this month launched Nations House, its refurbished office building in Wigmore Street, to the north of Oxford Street. The 100,000 sq ft is the only headquarters building of its size now available in the West End. Hermes is asking £30 per sq ft.

Great Portland Estates has completed 180 Great Portland Street, a 70,000 sq ft building in the same district as Nations House. Arcova has finished its smaller 30,000 sq ft headquarters building at 50 Pall Mall.

These new buildings are competing against a selection of second-hand but modern buildings which have come on to the market during the last 12 months.

Grand Metropolitan vacated three buildings as a result of its move to Henrietta House, the company's new 100,000 sq ft headquarters to the north of Oxford Street. The net result of these moves is that Grand Met is releasing 50,000 sq ft of

empty office space onto the market.

The largest of these available buildings is at 20 St James's Square, where Grand Met is asking £27.50 per sq ft for the 72,000 sq ft building.

Its other unwanted buildings are at 151 Marylebone Road, a modern 50,000 sq ft building, and at 1 York Gate, close to Regents Park, where the company hopes to sell a smaller 25,000 sq ft period office.

Second-hand space has been in evidence in many of the largest West End lettings this year. Pearson Television recently leased 157,000 sq ft at 1 Stephen Street. Prudential, the landlord, is contributing £3m to refurbish the building.

MTV, the television company, took 120,000 sq ft to the north of Oxford Street in a building formerly occupied by Credit Suisse First Boston, the investment bank.

Kvaerner, the Norwegian engineering group, leased 23/24 King Street, a building formerly occupied by Incheape, which moved out as part of a rationalisation exercise.

Rationalisation means that corporate headquarters buildings are generally shrinking. Grand Met stands out as a company willing to lease a 100,000 sq ft head office in the West End. Most of its peers are reducing staff numbers and taking buildings of 30,000 to 50,000 sq ft. "Companies are shrinking their London HQs and decanting staff to other locations," says Mr Chris Boulton of Hillier Parker, the chartered surveyors.

One implication is that bigger West End buildings now coming to the market - including Nations House, 160 Great Portland Street, and 1 St James's Square, where National Westminster Bank has started work on a 100,000 sq ft building - could be let to more than one tenant.

With this in mind, Grosvenor Estate Holdings is planning to take buildings of 30,000 to 50,000 sq ft. "Companies are shrinking their London HQs and decanting staff to other locations," says Mr Chris Boulton of Hillier Parker, the chartered surveyors.

One implication is that bigger West End buildings now coming to the market - including Nations House, 160 Great Portland Street, and 1 St James's Square, where National Westminster Bank has started work on a 100,000 sq ft building - could be let to more than one tenant.

With this in mind, Grosvenor Estate Holdings is planning to take buildings of 30,000 to 50,000 sq ft. "Companies are shrinking their London HQs and decanting staff to other locations," says Mr Chris Boulton of Hillier Parker, the chartered surveyors.

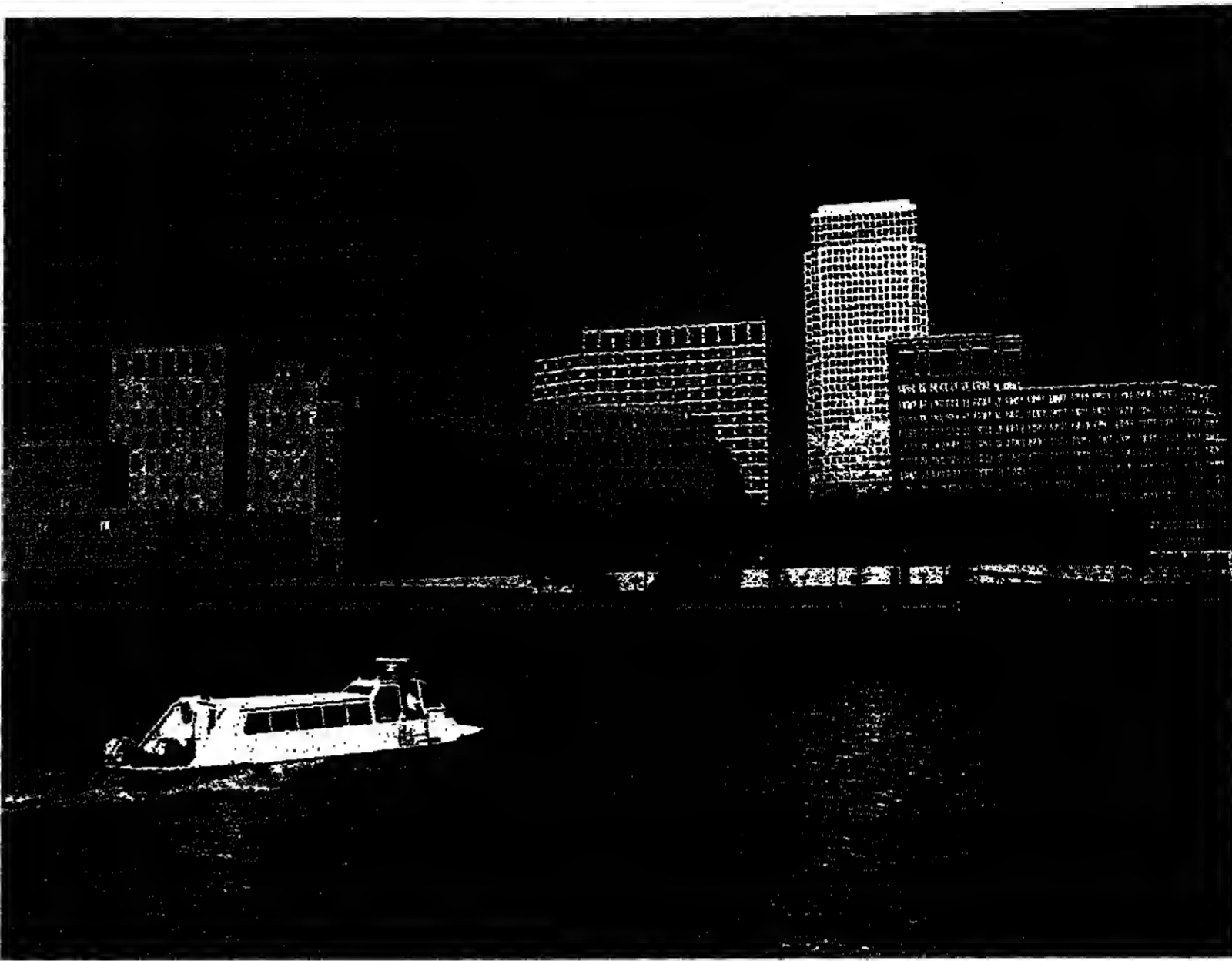
One implication is that bigger West End buildings now coming to the market - including Nations House, 160 Great Portland Street, and 1 St James's Square, where National Westminster Bank has started work on a 100,000 sq ft building - could be let to more than one tenant.

sations," says Mr Dick de Broekert, development director.

As specification takes over from location as the most important criterion for a head office building, the West End is also facing direct competition from the City, Docklands and the western corridor which stretches towards Heathrow airport. Readers Digest, the publishing company which was based in the West End, last year acquired a new head office at Canary Wharf in Docklands. Disney, the US entertainment group, has settled in Hammersmith.

At the same time, traditional City occupiers are moving westwards. First National Bank of Chicago has taken 200,000 sq ft of space at British Land's Regents Place development - formerly known as the Euston Centre - on the northern edge of the West End.

The lesson is that the traditional boundaries between areas of central London have become blurred. Companies looking for a headquarters building are casting their net outside the traditional heartland of Mayfair and St James's.



Canary Wharf: with a financial collapse and a bombing now in the past, it is back in contention with 8m sq ft of office space

Picture: Fergus Wilson

Financial sector

Investment banks are showing the way

Institutions appear now to want the freedom to buy rather than lease their premises

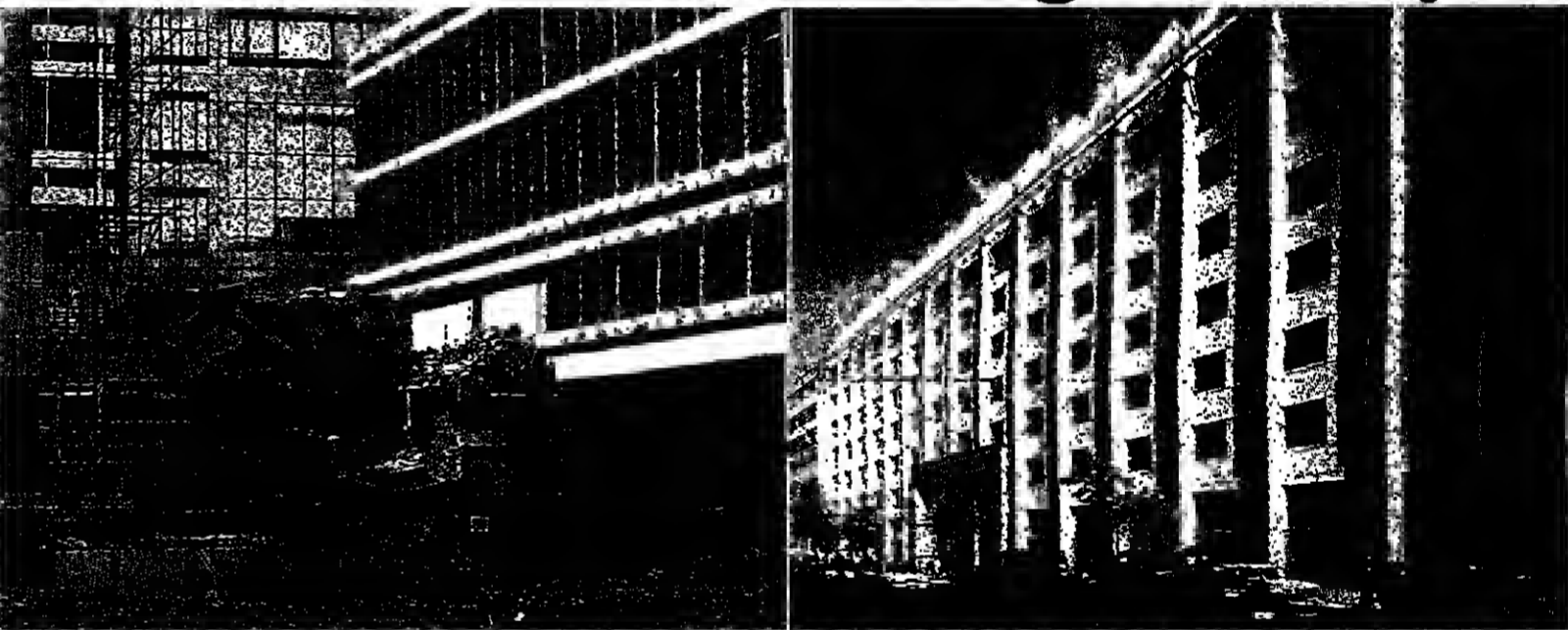
Financial sector occupiers are on the move, and it is investment banks which are leading the way in the search for modern, efficient headquarters buildings.

Four big banks - Banque Paribas, ABN Amro, Barclays de Zoete Wedd and Deutsche Morgan Grenfell - have decided to move in the last 12 months.

The thread they have in common is that each bank wanted to bring all its staff under one roof in buildings which could accommodate large trading floors.

Deutsche Morgan Grenfell was the only bank to opt for a traditional City location.

It is building its new headquarters on Old Broad Street, in the heart of the Square Mile. Banque Paribas is building its headquarters near Marylebone, on the fringe of the West End. ABN Amro is building on a



Spitalfields (left) under reconstruction; could take one more large building; and Nations House (right) launched on the market in the West End this month

Picture: Fergus Wilson

similar scale at Spitalfields, just outside the City boundaries.

EWZ, the investment banking arm of Barclays bank, opted to lease space at Canary Wharf in Docklands. "There are other banks which look likely to follow this trend of moving (or staying) outside the City boundaries."

Citibank has shortlisted Canary Wharf and London Bridge City, on the south bank of the Thames, as potential locations for its planned European headquarters.

Property agents say that these moves to locations outside the traditional City reflected a temporary shortage of sites ready for immediate development within the Square Mile.

Some of the very biggest sites in the City were until recently disadvantaged by either complex ownership or planning problems.

For example, Paternoster Square, to the north of St Paul's Cathedral, was held by a joint venture comprising Mitsubishi Estate of Japan, Park Tower Realty of the US and Greycoat, the UK developer.

Mitsubishi last year bought out its partners. The Japanese company is now deciding whether to redesign its plans for the site, which is one of the most architecturally sensitive in the UK.

Baltic Exchange had planning permission for 300,000 sq ft of office space but Trafalgar House, the owner, had to retain part of the original exchange, which was badly damaged by the 1992 IRA bomb.

Trafalgar has since reached an understanding with heritage groups that the old exchange could be demolished under certain circumstances.

This has allowed the company to redesign its plans for a big new building on the site.

The Corporation of London, the City's local authority, is eager to provide financial sector occupiers with suitable development sites. But in an area of fragmented property ownership and historic buildings, this is not always possible.

Another common thread

from the recent batch of financial sector moves is that financial institutions appear to want to buy rather than lease their premises.

EWZ was the only one of the four large investment banks to take a conventional occupational lease.

The three European banks opted to buy an interest in the freehold of their sites. Citibank is also thought to favour this route.

"Banks want the control that an equity interest gives them. They will not have to ask the permission from landlords if they want to knock down a wall. They do not want to be at the beck and call of market rents," says Mr Bradley Baker of Knight Frank, the chartered surveyors.

The pace of financial sector movement shows no sign of slowing. Citibank is expected to announce its favoured site in the next two to three months.

Merrill Lynch, which recently acquired Smith New Court, has started to search for new premises, as has Life, the financial futures and options exchange.

Other organisations with a long-term requirement for new premises include Chemical Bank, SBC Warburg, Schroders and Dresner Bank, meanwhile. These banks will be subject to intense courting by developers. In addition to Paternoster Square and Baltic Exchange, City sites such as Puddle Dock and Times Square - both close to Blackfriars Bridge - could accommodate very large buildings.

Outside the City boundaries, Spitalfields could also take at least one more large building. Canary Wharf, meanwhile, was only one-third completed when it collapsed financially in 1992 and has capacity for another 8m sq ft of office space.

The development was last year acquired by a US consortium led by Mr Paul Reichmann, the Canadian who masterminded its development in the late 1980s.

Competition among sites and developers suggests that big banks will be able to negotiate very good terms.

CATHERINE HOUSE

56-64 LEONARD STREET LONDON EC2

A prominent modern air-conditioned office building with substantial car parking

TO LET 29,000 SQ FT

SoLe agents

DE & J LEVY
0171-930 1070

Look 11 hours - 11 to 12 hours Sat
London 0171 930 1070 Fax 0171 930 1070

TO LET 29,000 SQ FT

SoLe agents

DE & J LEVY
0171-930 1070

Look 11 hours - 11 to 12 hours Sat
London 0171 930 1070 Fax 0171 930 1070

Throughout the Square Mile and beyond

The symbol of a global property service

King Sturge & Co
CHARTERED SURVEYORS INTERNATIONAL PROPERTY CONSULTANTS
Telephone: 0171 493 4933 City: 0171 256 9331

Your line of credit

when you need a decision in principle over the phone on short term property finance (without redemption penalties) from £25,000 - £3,500,000 and without having to supply credit references, just call Lawrence Brown or Neville Freed on

0171 289 3326

COMMERCIAL ACCEPTANCES LIMITED
PRINCIPAL MANAGERS
25th GERRARD ROAD, LONDON NW8 9EP FAX 0171 288 9280

60,000 Sq Ft Prime SW1

- Complete Redevelopment Planning Consent for 82,000 Sq Ft AC Offices
- Conversion to Residential Possible.
- Owner Occupier plus Income (upto 20,000 Sq Ft can be vacant)
- Refurbish Existing - possible Serviced Office Centre
- Restructure Leases - existing head lease 114 years at 7.5% of rent received, Freeholder willing to renegotiate head lease.

Principles or Named Clients - Details from Roger Adams

TUCKERMAN COMMERCIAL LTD
40 Great Smith Street
London SW1P 3BU
Telephone: 0171 222 5511

Leisure

Festival raises commercial issues

Central Piccadilly may lure most tourists, while only some venture out to suburban sites

After weeks of negotiations between the government and potential sponsors, the Millennium exhibition now looks certain to go ahead in Greenwich, east London.

The question for the property industry is whether the planned extravaganza will stimulate the capital's leisure industry or provide unwelcome competition for purely commercial ventures. The last few years has witnessed a proliferation of leisure developments around the capital, ranging from high-profile conversions of public buildings to smaller theme pubs and restaurants.

Some of the larger projects have been in the pipeline for years. The planned redevelopment of Battersea power station, the landmark brick building to the west of central London, has been stalled since the late 1980s. At County Hall, on the south bank of the Thames opposite the houses of parliament, Shirayama, the Japanese developer, has spent the last three years building a centre which will include Europe's largest aquarium.

But the list of older projects has been swelled by a new wave of developments. At the Trocadero on Piccadilly Circus, Burford, the quoted property company, last year announced plans to build a virtual reality theme park in a joint venture with Sega, the Japanese manufacturer of electronic games.

Earlier this year, Time Warner, the US entertainment group, and MAI, the UK broadcasting and financial services company announced plans to invest £225m in a theme park studio complex in Hillingdon, Middlesex. The complex, to be called Warner Brothers Movie World, will occupy a 150-acre green belt site and is scheduled to open in 1999 if planning issues can be resolved.

A consortium including Pillar, the quoted property com-

pany, and Alfred McAlpine, the construction company, was last month selected by Harzley Council in north London to redevelop Alexandra Palace.

Ally Pally, as the complex is commonly known, was built in the 1870s as a pleasure palace but has been dogged by financial problems.

The consortium hopes to reverse its flagging fortunes by investing £50m in a redevelopment which will include a broadcasting museum - to mark the first transmission from the site by the BBC - a multiplex cinema and tennis centre.

Competing with these large leisure parks are springing up throughout London

projects is a plethora of local leisure parks which are springing up throughout London. MEPC, the property company, last year paid £10.5m for a leisure park including a multiplex cinema and bowling alley at Park Royal, north west London.

Whether the capital can support so many leisure developments - with or without the Millennium exhibition - is uncertain. The Trocadero benefits from its location on one of London's busiest shopping and tourist streets. The area around Piccadilly Circus has become the focus of intense competition between pub and restaurant operators which has pushed up rents by 30 per cent in two years.

"My enthusiasm is for the location rather than for leisure property in general. The strip between Piccadilly Circus and Covent Garden has potential to become the fun capital of Europe," says Mr Nick Leslau, Burford chief executive.

He argues that all tourists coming to London will visit this central strip, while only some will venture out to leisure attractions in suburban locations.

Big leisure developments in

suburban locations such as Battersea, Alexandra Palace and Hillingdon will have to overcome poor public transport infrastructure and congested roads if they are to be a success.

Transport is one of the central considerations in the preliminary study now being carried out by Parkview, the Hong Kong company which owns Battersea power station.

Although there are plans for a shuttle service between the site and Victoria Station, the roads in the mainly residential area have little spare capacity.

Parkview's potential backers - including BAA, the airport operator, Gordon Group of the US, and Mr Andrew Lloyd Webber, the composer - are awaiting the outcome of the study before deciding whether to commit further funds.

One factor working in favour of all London's leisure projects is the increasing number of overseas tourists coming to the capital.

The devaluation of sterling in 1992 provided the UK tourist trade with a welcome boost. The London Tourist Board estimates that about 21m UK and overseas visitors came to London in 1995, spending about £7bn.

This represents a substantial inflow of cash into the London economy and leisure developers are eager to claim their share.

The influx of tourists has also kindled interest in hotels as investments. At County Hall, Whitbread, the brewing and leisure company, is planning to build a 300-room four-star Marriott hotel and a 318-room Travel Inn budget hotel.

Many smaller office buildings are also being acquired for hotel conversions. Burford recently acquired two Covent Garden buildings which it plans to turn into trendy hotels aimed at a young and wealthy clientele.

BT last week sold an empty office building in Bird Street, Covent Garden to Embassy Capital Properties. The buyer is considering whether to turn the 46,000 sq ft building into a 100-room hotel.

Retail

Speeding activity

Unit size is important to increase the range of merchandise on display

Property agents often point to New Bond Street, running off Oxford Street in the heart of the West End, as a barometer of the health of central London's retail trade.

Three years ago New Bond Street was a forest of "to let" signs as retailers struggled against a slump in consumer spending.

Today there is barely an empty shop unit available. The same is true of virtually the whole of central London's prime shopping area.

The pace of activity has accelerated this year with a wave of large lettings to tenants led by international fashion retailers.

"Six months ago there were still between 6 and 10 units available in New Bond Street, today there is only one," says Mr Mark Tack of Conrad Ribbit, the chartered surveyors.

Rents for the best sites are approaching the peak levels of the late 1980s.

Top rents are now firmly above £200 per sq ft for the best space in New Bond Street and would probably be up to £275 per sq ft in the western end of Oxford Street if the shops were available to let.

Competition for space is such that new tenants are paying premiums of up to £50,000 to existing occupiers to take over their leases. This is a practice which has not been seen since the late 1980s.

International fashion retailers have been among the most active by designers such as Armani and Versace.

Calvin Klein recently leased a unit in New Bond Street at a top rent of about £200 per sq ft. Three years ago this space would have commanded no more than £150 per sq ft.

Regent Street has also sprung into life with large lettings to tenants such as Warner Brothers. The airlines and the cloth sellers which traditionally maintained offices on Regent Street are gradually being replaced by mainstream retailers.

den, Leicester Square and Piccadilly Circus is also thriving. The growth of theme pubs and restaurants has led to fierce competition for larger retail units.

With potential tenants bidding against each other, rents are on a rising trend.

In addition, unit size is becoming increasingly important as retailers aim to increase the range of merchandise on display in their stores. Small units are not the subject of the same competition among potential tenants.

"If you own a small shop unit the prospects are not that exciting, even on Oxford Street," says Mr David Watts of DTZ Debenham Thorpe, the chartered surveyors.

The City of London has long been starved of retail space.

The City has tried to improve the facilities of retail space

This is a surprising fact given its huge pool of spending power.

The Corporation of London, the City's local authority, acknowledges the shortage and has tried to improve the quality and quantity of retail space.

Marks and Spencer recognised the potential of the City in the late 1980s by opening first a men's wear store and then a food store.

The group plans to open a full 100,000 sq ft store this summer.

Tesco, the supermarket group, is also moving into the City. At 80 Cheapside, an office development by Spen Hill Properties, the company is opening its first Tesco Metro within the Square Mile.

Cheapside remains the City's best shopping street. Books Etc recently leased about 4,000 sq ft at 80 Queen Street, the new development on the junction with Cheapside, at rents equivalent to about £175 per sq ft for the best space.

"This is the best rent achieved on Cheapside for six years," says Mr Ray Dowses of Healey & Baker, the chartered surveyors.

By contrast, the London suburbs have not experienced

such a strong up-tick in rents as the West End.

But consumer spending is recovering after years in the doldrums and big shopping centres are expanding at the expense of traditional high streets.

Brent Cross in north London, which was the UK's first covered shopping centre, has been the subject of a £40m refurbishment by its owners, Hammerston, the property company, and Standard Life, the life insurer.

The partners are planning a further expansion and are working on plans for a 25,000 sq ft extension, which will increase the floor area at Brent Cross by about 20 per cent.

At White City, to the west of central London, a consortium led by Chelsfield, the property company, is planning to build a 700,000 sq ft shopping and leisure centre.

The project would be the biggest of its type in London since Brent Cross was built in the mid 1970s. The site, which is next to an urban motorway, close to underground stations and in an area of high population density, looks to be promising indeed.

To the east of London, the UK's largest shopping centre is now under construction at Bluewater Park in Kent.

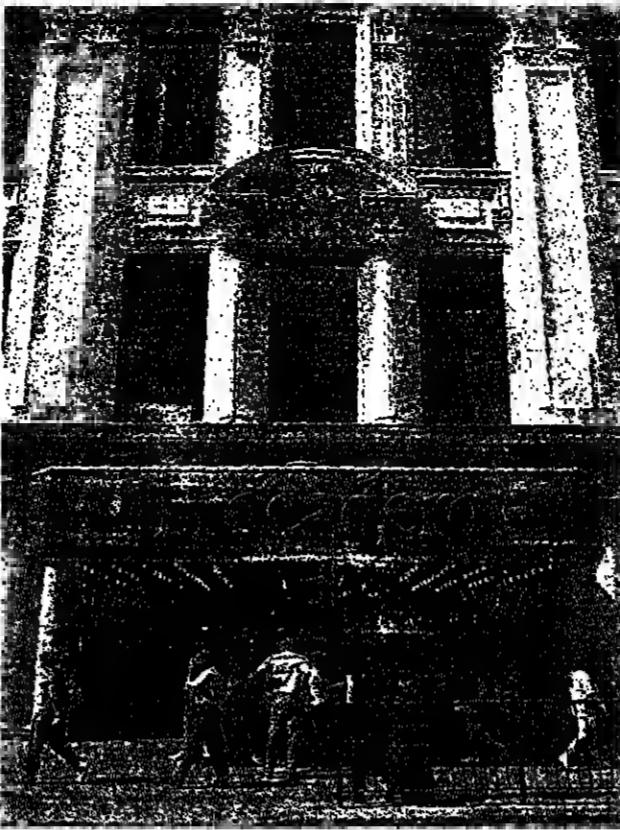
The project is an initiative by Lend Lease, the large Australian property and financial services group.

These new centres will compete with established suburban town centres and shopping centres such as Lakeside, Thurrock, in Essex, and the Bentalls Centre in Kingston, Surrey.

They will also provide added competition for Oxford Street, New Bond Street and Regent Street.

Property agents believe that central London will retain its status as the top shopping area. But this will only come about if it continues to attract flagship stores and to improve the shopping environment by extending pedestrian access, reducing traffic and other related measures.

"The West End has got to fight hard to retain its status. It has to offer the right tenant mix and the right environment," says Mr Chris Phillip of Healey & Baker.



The Trocadero on Piccadilly Circus: a central location. Picture: Fergus West



Brent Cross: the UK's first covered shopping centre. Picture: Fergus West

Suburban offices

Out-of-town market thrives

International companies might go elsewhere if modern office space is sparse

The experience of many US cities is that suburban and mid-town office markets are flourishing while "downtown" locations remain awash with empty space.

While central London should be spared this fate by its status as an international centre, the suburbs and home counties are certainly thriving.

After five years of limited property development, occupiers looking for new offices for immediate occupation will find very little to choose from.

"The supply of high quality new accommodation has reached crisis point," says Mr Steve Mullen of Knight Frank, the chartered surveyors.

Mr Mullen estimates that

there are only about 30 new buildings available in outer London and the home counties.

The shortage is especially severe in Surrey and the suburbs of south west London, where local authorities have restricted the amount of new office development over many years.

Jones Lang Wootton, the chartered surveyors, estimates that less than 1 per cent of the top-quality office stock in the western quadrant of London and the home counties is currently vacant.

There are no new buildings of any size left in towns such as Camberley, Guildford and Redhill or the south western suburbs such as Richmond and Twickenham.

The few remaining empty new buildings in the south west are rapidly being filled.

Earlier this month Novell, the software company, leased 1 Arlington Square, Bracknell, an 84,000 sq ft office building

which had been vacant since it was completed four years ago.

The towns and suburbs in the north western quadrant - which were left with a huge supply of empty space during recession - have also moved back into balance.

Tenants looking for space in the south west have had little choice but to widen their search to less fashionable locations such as Watford or Hemel Hempstead.

There is also a shortage of big new buildings in the western corridor, which stretches from Hammersmith to Heathrow airport along the M4 motorway.

One of the last empty new buildings in the corridor - Centre West at Hammersmith - was sold earlier this year to Disney, the US entertainment group, for its European headquarters.

In total, Knight Frank estimates that the supply of available office space around the M25 motorway had declined by 30 per cent in the year to March.

Part of the reason for this shortage is the appetite of international companies for buildings away from the centre of London.

The latest property trends survey by the CBI and Grimleys, the chartered surveyors, found that 60 per cent of office space requirements were for out-of-town buildings.

Although the pace of relocation out of central London has slowed, many companies establishing a base in the UK for the first time are opting for locations away from the City or West End.

For example, Pharmacia & Upjohn, the US-Swedish pharmaceuticals company which was formed by a merger last year, established its headquarters in Windsor.

But developers and financiers have also been slow to respond to the shortage of space.

"The providers of finance are wary. There are good developers sitting on good sites but without the necessary capital to bring forward new buildings," says Mr Mullen.

Institutional investors looking to forward-fund office developments have tended to restrict their activity to the prime areas of the West End.

A handful of new projects are being bought forward. Two of the largest speculative development projects are at Stockley Park and Bedfont

Lakes, the business parks close to Heathrow Airport.

At Thames Valley Park near Reading, Argent Development Consortiums have started work on two new headquarters buildings which will be ready for occupation next summer. The consortium is a joint venture between Argent, the property company, Citibank of the US and the British Telecom Pension Scheme.

Despite these initiatives, the supply of new buildings is small in the context of the market as a whole.

"The total amount of space under construction on a speculative basis accounts for only 0.4 per cent of the total built stock. With demand at its highest level for five years, the shortage of good space can only become more endemic," says Mr Chris Hiat of Jones Lang Wootton.

Against this background,

Landlords are also achieving longer leases and fewer concessions such as rent-free periods

rents achieved by landlords for prime new buildings are on a rising trend.

The highest rents are being achieved in Hammersmith, Heathrow and out-of-town Reading, where deals have been struck at £23 per sq ft or more.

In common with central London, landlords are also achieving longer leases and fewer concessions such as rent-free periods. Leases of 15 years are now common.

Mr Mullen points to two dangers arising from this shortage of modern office space. The first is that international companies will simply locate elsewhere.

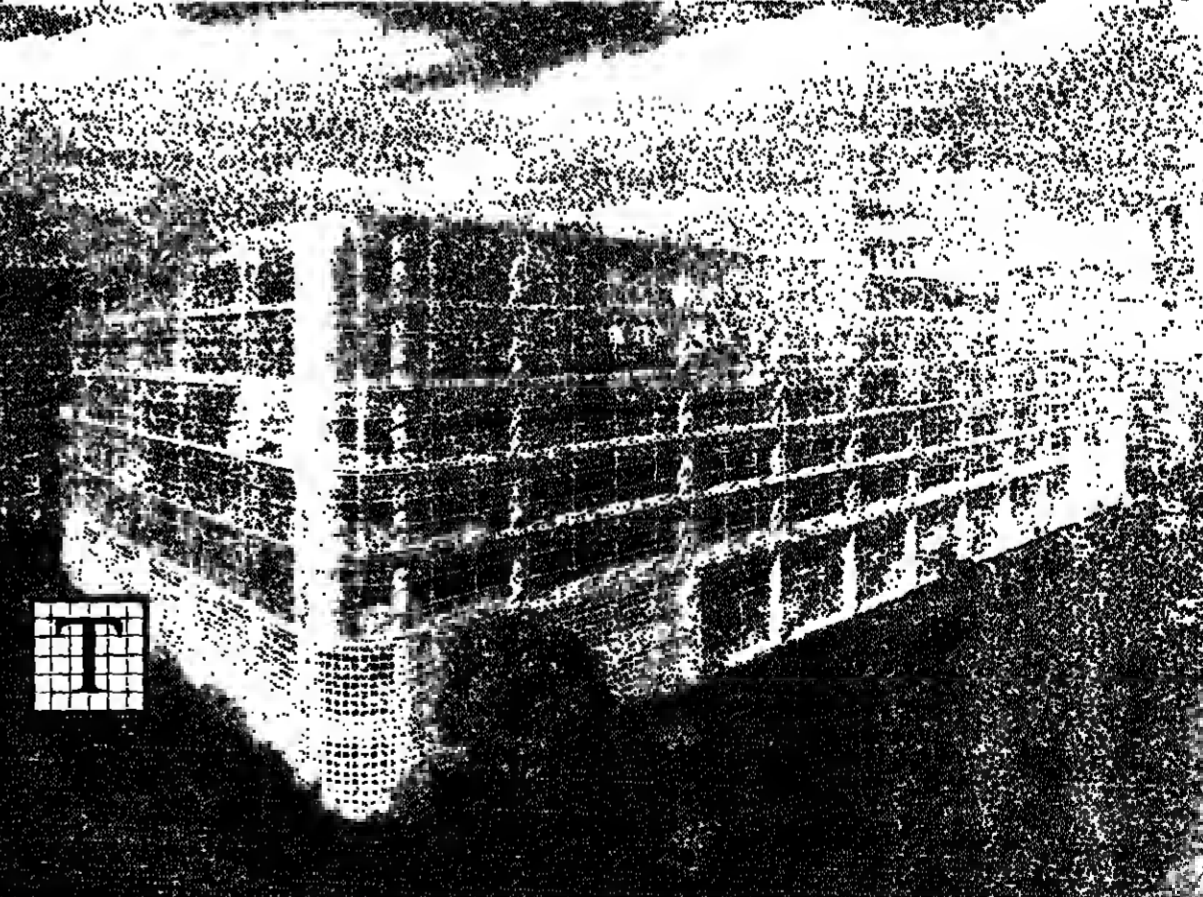
"There is a serious danger that the home counties will lose out as an economic area," he says.

The second potential problem is that the funding floodgates could suddenly open, leading to a tidal wave of speculative developments and another boom-to-bust property cycle in the region.

Times Square

Queen Victoria Street London EC4

33,000 sq m (355,500 sq ft)



Landmark headquarters office building to let with floors of up to 5,222 sq m (56,210 sq ft)

Jones Lang Wootton
0171-248 6040

Chesterton
0171 248 5022



Property Development Programme
 AXA Equity & Law Investment Managers have a major Headquarters Office Development Programme providing quality modern developments in strategic locations.
 For a full information pack on all AXA Equity & Law Office and industrial developments please contact:
FREEPHONE 0800 629629

threat of Korea strike have ebbed

reached

the sun has

COMMENT & ANALYSIS

LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HE

We are keen to encourage letters from readers around the world. Letters may be faxed to +44 171-873 5938 (please set fax to 'fme'). e-mail: letters.editor@ft.com

Arms code should be in Maastricht treaty

From Mrs Glensy Kinnock MEP, Mr Jan Bertens MEP and Dr Christophe Konrad MEP. Sir, Five years ago today in Luxembourg European heads of state agreed seven criteria (an eighth was added a year later) that should govern all European arms exports...

Minimum standards are good for competition

From Mr Peter Coldrick. Sir, Martin Wolf might as well ask "When did the trade unions stop beating their wives?" ("Thinking the unthinkable", June 18). If they say that his agreement with Professor Patrick Minford's concern about the cost of the social chapter is absurd, he could reply that even if the actual results so far of the chapter are minimal (which is the case, certainly in cost terms), the trade unions want much more. And they can hardly deny that, can they? So, would someone else - preferably an employer - please write to point out that laying down some minimum standards across Europe will not only stop some exploitation, though by definition only the worst cases, but will also promote competition, which is what the single market is meant to be about, though, admittedly, on the basis of excellence and not unscrupulousness.

Peter Coldrick, 277 rue au Bois, Brussels B 1150, Belgium

From Mr Andrew Duff. Sir, Patrick Minford perpetrates the myth that the social chapter of Maastricht

imposes a minimum. Martin Wolf ("Thinking the unthinkable") perpetuates it. Both are wrong. Read the Treaty (Article 2(6) of the Agreement of Protocol No. 14).

Andrew Duff, director, Federal Trust, 11 Tufton Street, London SW1P 3QB, UK

From Mr Duncan Sandys. Sir, Martin Wolf concluded his article on the price of British membership of the EU with the sentence "In or out, it is the efforts and the skills of the British people that will largely determine how well the UK economy performs". He had also placed a condition earlier in his article: the UK would have to stay clear of "the dotted aspects of EU labour market policy". If, as he says, "the net economic impact of EU membership [for Britain] is probably not that large", why are we subjecting ourselves to the risk of damaging the UK economy by remaining in the EU when the benefits, according to Mr Wolf, are just as great outside?

Duncan Sandys, Charwood, Shackleford, Godalming, Surrey, UK

UK industry healthily active

From Ms Joanna Scott. Sir, Vernon Wheelock's advice in the article "Food industry's healthy debate" (June 14) that industry should adopt "a positive approach to health issues" reflects how out-of-touch he is with the industry's initiatives. The Food and Drink Federation, as the umbrella trade organisation of the UK food manufacturing industry, will continue to support the government's specific "Health of the Nation" targets in relation to fat and saturated fat, blood pressure and obesity. Dame Barbara Clayton recognised this work of industry at the April launch of the Nutrition Task Force report to government ministers. She also strongly emphasised the importance of further action on obesity.

A generous contribution

From Mr Stephen G. Brown. Sir, I see that the UK's current overseas aid budget is £2bn. I also see ("Thinking the unthinkable", June 18) that the net contribution of the UK to the EU is £2.9bn, presumably to the benefit of countries less well off than ourselves. Aggregating the figures we come to £5.9bn, or just in excess of 0.7 per cent of the UK gross domestic product, which is exactly in line with the UN target. I think we are a pretty generous nation.

Stephen G. Brown, 10 Knowebend Terrace, Folkestone, Kent, CT14 6RP, Kent, UK

Europa • Dominique Moïsi

A real choice for Russia

The presidential election offers Russians two distinctive visions for the future



Part of the team: Alexander Lebed (left) with Boris Yeltsin

Is Russia becoming a "normal" country? The signs are contradictory. On the one hand, the results in the first ballot of the presidential election last Sunday are reassuring. As in most western democratic elections, Russians voted "against" a candidate rather than for one, according to whether they feared the return of the past more than they resented the pursuit of the present. And as in most normal elections, the results have been close.

On the other hand, the alliance forged between General Alexander Lebed and Mr Boris Yeltsin in the immediate aftermath of the election is far from democratic. Gen Lebed has already become part of Mr Yeltsin's team, as if the electoral process were over and the verdict final. In fact no one yet knows how Gen Lebed's supporters will cast their votes in the second round when faced with this "fait accompli".

Politically, the choice is not a simple one between democracy and totalitarianism. Mr Yeltsin is not a democrat and a victory for Mr Gennady Zyuganov, the communist candidate, would not spell a pure return to the past.

Yet the difference between the two men is enormous, if only because Mr Yeltsin has the backing of some of the best people in Russian society - such as its new entrepreneurs and democratic campaigners.

The immense majority of these behind Mr Zyuganov are unrepentant supporters of the former Soviet regime without any sympathies for democracy. Like the ancien régime aristocrats after Napoleon's defeat in France, these men have learnt nothing from history.

lot with Mr Yeltsin rather than Mr Zyuganov.

There are many among Russia's intelligentsia - and outside the country - who rightly denounce Mr Yeltsin's policies in Chechnya. But wrongly, they still refuse to choose between two evils, out of moralism or even nihilism.

Yet this is not the sort of empty electoral choice offered in the days of the former Soviet Union: there are genuine differences between the two candidates that are obvious for all to see.

Whatever the contradictions, inconsistencies, brutality and corruption of the wild capitalism that has flourished under Mr Yeltsin's presidency, Russia's new economy is alive, if not well.

If the communists were back in power, the country's new economic dynamism would be destroyed by their old-fashioned policies and lack of competence in governing a market economy. Even a partial return to a centrally planned economy would break Russia's economic momentum.

The moral issues at stake in the election are also important and should not be ignored in the current phase of political horse-trading. After more than 70 years of a brutal, inefficient, totalitarian regime, could the Russian people put an end to their own liberties in a free vote - and

any Russian leader to slam the door of freedom shut again. A civil society has slowly emerged and mushroomed, first under Mr Mikhail Gorbachev and then under Mr Yeltsin. It will not be closed that easily.

Western observers should also avoid predictions that a new cold war is about to start with the resurgence of strong Russian nationalism. Russia is too weak and disorganised militarily, too dynamic economically, too open socially, to become once again what Mr Ronald Reagan, the former US president, called "the evil empire".

This military weakness may also prove to be a guarantee that, in spite of all the rumours of intervention by the armed forces or security services, legality will ultimately prevail. There are simply no military forces available to stage a coup.

And the Russian people - like the Spanish at the end of General Franco's authoritarian rule - have seen too much violence and bloodshed in their lifetime.

The spectre of civil war may be still raised but it reflects a dark narcissistic streak in the Russian outlook, rather than a sober appreciation of reality.

Thus the west should set clear goals in its developing relationship with Russia. It is fine to say as a slogan: "Let us engage Russia in Europe if we can. Let us contain Russia if we must." But the west has failed to send Russia clear messages about either engagement or containment.

Those who advocate engaging Russia in Europe seem to draw the line at admission to the European Union. Yet advocates of containment seem happy to leave the countries of the former Soviet Union to the east and south to Russia's uncertain moderation and goodwill.

The west must offer Russia a clear role as a pillar of a new European order, while encouraging Moscow to become the focal point of a new and dynamic region straddling eastern Europe and Asia - provided Russia remains on a stable and democratic path.

The author is deputy director of the Paris-based Institut Français des Relations Internationales and editor of Politique étrangère. He writes here in a personal capacity.

Philip Stephens

Time to strike a deal

John Major has no option but to accept the proposals on offer from the EU to end the beef war - whatever his doubts



If all goes to plan at the European Union summit in Florence an insensible war will reach a sensible conclusion. Taken at face value the proposed deal to end the confrontation between Britain and its EU partners over beef is a sane compromise. That will be little consolation for Mr John Major. In the arena that matters, politics, he has already been declared the loser.

Mr Major is in volatile mood, enraged by the headlines he has left behind in Britain. On Wednesday night, when the news broke that the government had made a further concession to Brussels, his reaction to the subsequent news bulletins was volcanic. He thinks his four-week campaign of non-cooperation has worked. But he knows others are not convinced it has led to anything but an ignominious climbdown.

So the prime minister will be asking for more than in the minds of his European colleagues. Instead, the confrontation has served to intensify the conflict over Europe in his own party. It has reinforced the impression of division and incompetence. Most dangerous - and some of us predicted this at the outset - it has allowed the Eurosceptics to define the terms on which the outcome will be judged. Mr Major must surely understand now that too many in his party are beyond

reasonable compromise. So in the discussions around the cabinet table in recent weeks the real influence has been wielded by three ministers. Mr Rifkind, once keen to win plaudits from the Eurosceptics, may have started off a hawk. But his tours of European capitals have been a learning process. Those around him believe he has grown up during the past few weeks. It seems he has also taken seriously the threats of retaliation if the issue is not resolved in Florence. One suggestion has been that Britain's voice would be ignored in all discussions where others could decide by majority vote.

The foreign office meanwhile has been deluged with protests from another source - the innocent countries outside the European Union which have seen their aid or trade agreements held up by British obstinacy. Mr Kenneth Clarke, the chancellor, and Mr Michael Heseltine, deputy prime minister, have formed the other two sides of this triangle of influence. They had their doubts at the outset about the policy. Mr Heseltine had been among the first to toy with the idea of retaliation when the ban on beef exports was imposed in response to the BSE crisis. But it was a brief flirtation. Mr Clarke always feared another turn of the anti-European ratchet. Thus both made clear their support was conditioned by Mr Major's pledge that his objectives were strictly limited. They will back him in any effort to wring further assurances in Florence. Beyond that, he cannot be certain.

The prime minister is caught both ways. As Mr Tony Blair signalled in the Commons yesterday afternoon, the Labour party will do all it can to include and exploit the anger of his Eurosceptics. Do not expect Mr Blair to put principles before politics. A few days ago, the Labour leader travelled to Bonn to explain how he would take Britain back into the centre of

the European debate. All the appropriate clichés were produced. By yesterday he was ridiculing the prime minister for not striking a tougher bargain over the lifting of the beef embargo. No matter that he knows as well as the rest of us that there was never the slightest prospect that Britain would be offered a firm timetable for dismantling the ban.

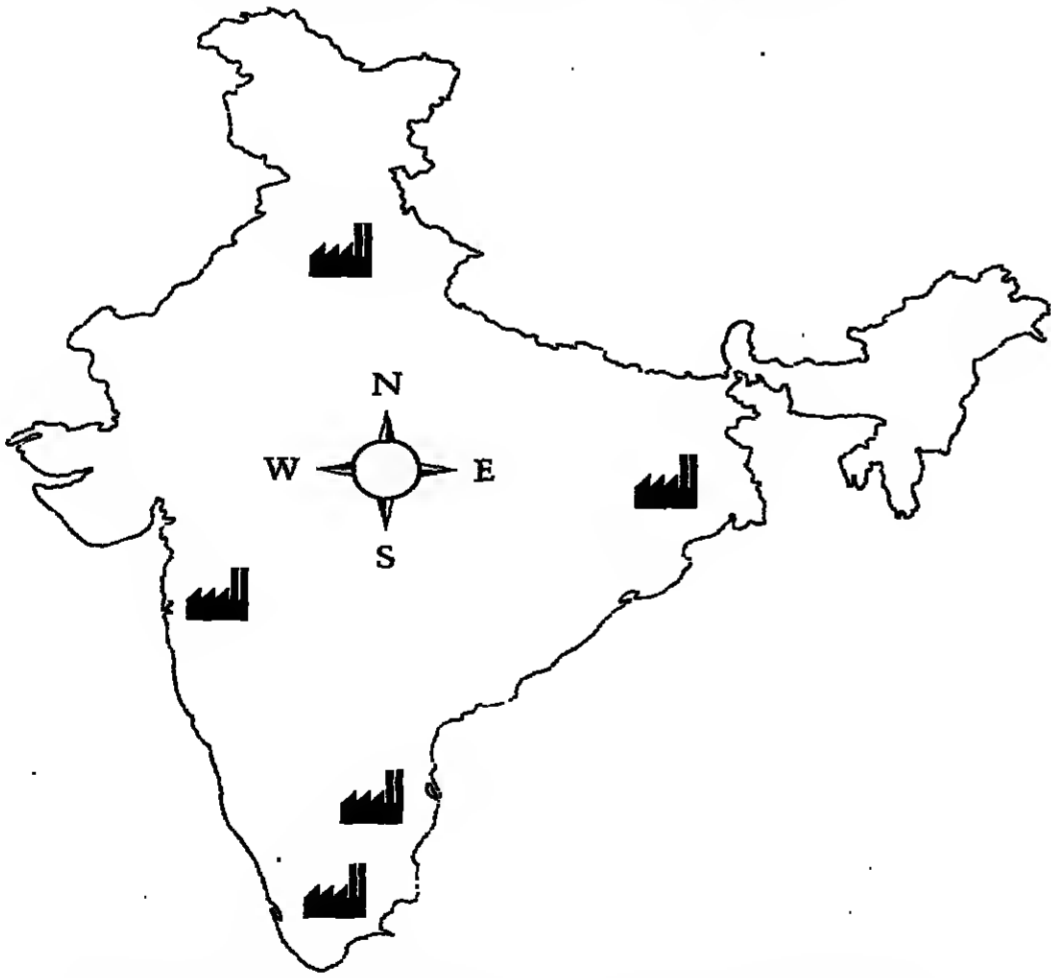
Mr Blair is impatient of those who question such political opportunism. More than once in recent days I have been told not to be naive. Politics is a grown-up game. The function of the opposition is to oppose. The best hope of a sensible European policy lies in the election of a pro-European Labour government. But how pro-European? Mr Blair may have positioned himself perfectly. But opportunism can too easily become a habit. To follow the logic of his onslaught would be to turn down the only deal on offer. How does that fit with "walking tall in Europe"? When the election comes the voters will be looking for constancy as well as fleetness of foot.

Talk to officials in other European capitals and they will tell you they have given up on Mr Major's government. In the same breath they will add they are far from certain that Mr Blair would be that much different. I suspect he would. But the moral drawn by Britain's partners from this latest confrontation is straightforward. A way must be found in the intergovernmental conference to circumvent the British veto. They will not be held hostage twice. The more immediate risk for Mr Major is of an unholy alliance between Labour and the Eurosceptics on the Tory backbenches. It is a risk he must take. To do otherwise would be to invite the final disintegration of his government. Six years ago Mrs Margaret Thatcher returned from a European summit in Italy having thrice said No to her partners. No one knows better than Mr Major what happened next.

Deadlock at the Florence summit would leave the prime minister at the mercy of the Tory party's most virulent Europhobes

Mr Jacques Chirac has been helpful. When Mr Malcolm Rifkind, the foreign secretary, visited the French president at the Elysee palace two weeks ago, he was told there was no need to apologise for Britain's tactics. France would have done much the same. Some have been less indulgent. Mr Major's blackmail. Chancellor Helmut Kohl still holds the prime minister in some affection. The German leader is anxious too to break the paralysis which has gripped the intergovernmental conference on the next stage of integration. But Mr Kohl sees Mr Major as a helpless prisoner of the Tory Eurosceptics. There is not a cause which the Chancellor can put

Before you set up your venture in India...



Ind'Europe can help you select the ideal location for your Indian operations.

Please contact the Managing Director: Philippe LESPINET 95 rue de Lourmel 75015 Paris, FRANCE Tel.: (33.1) 40.60.96.69 Fax.: (33.1) 45.57.69.97



IND'EUROPE

Strategic and Marketing Consultants

PARIS • BOMBAY • DELHI • CALCUTTA • MADRAS • BANGALORE • COCHIN

1. The invite (here) Regis 2. Br APV 3. Br out c 4. Br Follo a bk to 5C above 5. Br one of it 6. E Plus EE-J 7. F Mir For bid the For acc For 8. I 9. pu Th 10. 11. da Th 12. ca: ca: 13. Th co 14. Al H 15. C A H T F P A I T F

FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Friday June 21 1996

Battle for Lebed's soul

The impact of General Alexander Lebed on the highest ranks of Russia's mysterious power structure has been even swifter than anybody expected. Within a couple of days of his appointment as head of the Security Council, the balance of power in the Kremlin has tilted. The advantage has gone - for the moment at least - to the liberal camp which believes that democratic procedures rather than brute force are the best way of keeping President Boris Yeltsin in office. As a result, three of the most ruthless members of the presidential entourage, who between them deserve much blame for fanning the flames of war in Chechnya, have been dismissed.

There is, on the face of things, a satisfying irony in the fact that Gen Lebed, a strapping ex-paratrooper who appears to epitomise military virtue, has been a source of support for the Kremlin's hitherto hard-headed doves. In the short term, the way has been cleared for a series of positive developments. Mr Yeltsin's chances of defeating his communist opponent, Mr Gennady Zyuganov, in the second round of the presidential elections look better than ever. More important, the departure of Generals Mikhail Barsukov and Alexander Korzhakov makes it more likely that Mr Yeltsin's reformist instincts will prevail over his equally strong authoritarian streak. In particular, it should now be easier for Mr Yeltsin, with Gen Lebed's help, to disengage from the quag-

Bibi's team

As leaders of the Arab world gather in Cairo today for their first summit in six years, their attention will be focused above all on the new government in Israel. The victory of Mr Benjamin Netanyahu and his rightwing Likud party has shocked the Arab leaders into burying, at least temporarily, their own differences. Now they need to know if their government is one with which they can continue to negotiate, or if its election will mean an end to the peace process.

By awarding the finance ministry to Mr Dan Meridor, the moderate former justice minister, Mr Netanyahu has deliberately snubbed Mr Sharon, and sent a positive signal to the business community. The appointment of Mr Nathan Sharansky, leader of the Russian immigrant party, as trade and industry minister, should mean vigorous promotion of small business. And, in another clear indication of his priorities, the prime minister has extended the executive powers of his own office to include direct responsibility for privatisation. Bibi Netanyahu's vision of a fast-growing, competitive Israeli economy, led by high technology and a dynamic export sector, is an attractive one. But it is incomplete. For the peace process launched by his predecessors, Mr Peres and Mr Rabin, was essential to the relaunch of the Israeli economy. It enabled the country to reopen relations with the rest of the world, including south-east Asia, its fastest-growing market.

Vulnerable to catastrophe

Sumitomo's enormous loss in the copper market exposes the deficiencies of Japan's corporate controls, says William Dawkins

Japanese companies used to boast that their culture of personal trust was part of the team ethic that made them so strong. But, with their fast growth in recent decades, that reliance on trust has become harder to sustain. Nowhere is this more true than at Sumitomo Corporation, one of Japan's most prestigious general trading companies. It was founded 400 years ago by a samurai turned Buddhist priest, whose descendants later held supreme positions of trust as financial advisers to the military aristocracy. The company is now one of the world's largest companies and its interests range from textiles and food to metals and machinery.



Yet the legacy of trust that has taken Sumitomo to this pinnacle was spectacularly broken last week by the group's \$1.16bn loss on unauthorised copper trading, the biggest single investment blunder recorded. It appears to be the work of Mr Yasuaki Hamanaka, 48, the flawed genius given charge of the world's largest copper dealing operation over the past 10 years. To be fair to Sumitomo, it was unkindly to run into such a colossal blunder. "Only God can always win," remarked the Nihon Keizai Shimbun, Japan's leading economic daily newspaper. Yet it is becoming clear, as investigations in three countries start to sift the evidence, that Sumitomo was also especially vulnerable.

First, the company vested enormous trust in Mr Hamanaka - to a degree that with hindsight looks astonishingly naive, says a senior executive at another trader. He was given exceptional power to take sole charge of its copper-trading business and, unusually for any Japanese company, was kept in the same job for a decade. He was only moved last month - sideways, to work on an internal investigation, ironically, into his own activities. Nothing about Mr Hamanaka's behaviour would have stirred suspicions. Commuting daily from a modest home in the Tokyo suburb of Kawasaki, the bespectacled trader rarely took holidays and frequently worked into the small hours. He was just another foot soldier in Japan's army of self-effacing salarymen.

Like other employees, he would have introduced himself by company name first, personal name second: Sumitomo's Mr Hamanaka. The image was that of a team member, by training and instinct. Only three months ago, Mr Tomochi Akiyama, group president, was quoted in the press praising his honesty. Like Mr Nick Leeson, the rogue British trader who brought down Barings Bank, Mr Hamanaka was allowed to handle his own paperwork, which he stored in a personal locker. Nobody in his department was expert enough to keep track of all his dealings. His colleagues never had the chance to match his expertise since they were on one- or two-year postings, usually from sections unrelated to metals trading. Merrill Lynch, the US securities house which handled some of the group's copper accounts, has alleged that Sumitomo management authorised the deals that led to the losses. Sumitomo denies conspiracy, but if the allegation is true the company may have made a bad situation much worse by allowing Mr Hamanaka to go on piling up losses. Sumitomo's vulnerability was enhanced by the fact that it was new to trading in copper futures. Entering this specialist market was

1994 and Showa Shell's Y165bn foreign exchange loss in 1993. The banks are also now writing off dud property loans made during the 1990s, to the tune of several thousand billion yen. How could they all have been so bad at forecasting risk? Misplaced trust in the rise in asset prices, a hangover from the boom years of the 1980s, is one factor, argues Mr Akiyama. But the real problem, he says, is the attitude of Japanese management is still attuned to high growth rates and the inflationary trend of any commodity. That is the real problem, he says. Another factor may be that Japanese companies are under less pressure to perform. The reason for this is that their main shareholders are often their banks, suppliers or even members of the same family of interlinked companies, or keiretsu. Business relations, as much as earnings per share, are these shareholders' priority - and they are unwilling to let blunders collapse or be taken over. This is especially true of Sumitomo, where six keiretsu cousins are the largest shareholders with 24 per cent of the equity. Japanese trading companies pose an additional risk management headache since they are highly diversified, both by geography and sector. This diversification has increased over the past decade as they have sought to bolster profits

by expanding beyond their original export-import businesses into a wide range of ventures from satellite television to power generation. Sumitomo, for example, made a meagre 0.12 per cent net profit margin on consolidated turnover of Y16,170bn last year. In an effort to raise profitability, it has built up interests in mobile telephones, industrial parks, textiles, food, chemicals, oil, steel and drug retailing among others and now does business in 90 countries. Like other Japanese traders, Sumitomo has a central risk management unit. But it was the last to have been suspicious that something was awry in the copper room, long after metal brokers and regulators in London sensed a problem. For regulators, the business of policing trading companies is even more complicated. No single authority in Japan is held responsible for the companies' conduct because their activities come under several ministries. It is a telling example of the fragmented nature of the Japanese government, said by critics to wield enormous authority under the control of nobody in particular. Some of the trading companies' activities fall under the eye of MITI, with its remit to supervise international trade policy. Japanese commodities markets and mining. But MITI had no responsibility for Sumitomo's copper trading activities because there is no copper exchange in Japan, a curious anomaly for a country with the world's second largest copper-smelting industry. The finance ministry has the widest scope of any government body, yet it professes to have no interest in the consequences of Sumitomo's loss. That leaves the Bank of Japan, which has opened its own inquiry - but only into the risk, which it believes to be insignificant, that financial institutions doing business with Sumitomo might be harmed by the loss. Japan's confusion over which agency polices trading companies is of course mirrored by the international uncertainty over the responsibility for the copper debacle. Six authorities in three countries - Japan, the UK and the US - are now carrying out separate investigations. All of that invites an awkward question that is now troubling analysts and policymakers. Are there other unexploded financial bombs buried in Japanese companies, ready to be detonated at the lightest touch? With fragmented regulation, a tendency to place faith in individuals, a presumption that asset prices will always rise and weak shareholder accountability, the danger that other large trading companies will face losses on a similar scale to Sumitomo's remains real.

Labour's health

Mr Tony Blair confirmed yesterday that in health, as in most areas of policy, little but rhetoric now separates Labour from the government. This is to be welcomed. Both parties are committed to maintaining a state-funded, comprehensive health service run on modern management lines. The task now is to improve efficiency, and to address dispassionately the hard questions posed by an ageing population, technological advance and the necessity to ration some publicly-funded services and treatments. Mr Blair did not put it quite like that, of course. He talked of a clear dividing line between Labour and a Conservative party that will preside over the decline of the NHS until it ends up as a safety-net service. This is nonsense, as deconstructed by the record of public health expenditure and by Mr Blair's refusal to commit Labour to spending even a penny more on the NHS. It is not to be despised for that: the Tory might all too readily contemplate a safety-net service if Labour were not breathing down its neck. At it should not obscure the facts behind the fiction. In reality Labour will tinker a bit and carry on much as before. Mr Blair committed Labour to a 'minister to promote inter-party equality' in an independent Standard Agency; to a redeployment of some senior managers become 'senior bed managers';

and to a study "on how we can end trolley waits in the NHS". All very worthwhile, but not the stuff of clear dividing lines. More substantial were his remarks about "replacing" the internal market within the NHS introduced by the government five years ago. Here again "replacing" does not really mean replacing. Most of the institutions of the internal market will remain. Instead of annual contracts between commissioners and providers, there will be "long-term agreements". The difference between an "agreement" and a "contract" is unlikely to be great. Mr Stephen Dorrell, the health secretary, is anyway contemplating an extension of contract periods because of NHS concern about existing bureaucracy. In similar vein, Labour will replace GP fundholding - the other pillar of the internal market - with a "flexible GP commissioning model". This too appears to be code for the retention of many aspects of the existing regime. In policy terms, this week's issue of the *British Medical Journal* is of more consequence than Mr Blair's speech. Its editorial deplors the fact that neither main political party "will openly acknowledge the inevitability of rationing", even while most members of the public recognise its inevitability and want to be involved in local and national decisions on the way forward. And rightly so.

OBSERVER

Summing-up Sumitomo

Here's some interesting incidental intelligence about that copper market rumour. A technically minded trader at J.P. Morgan in New York wanted to know how often the market would be hit by price volatility of the severity it suffered in the wake of the Sumitomo affair. The answer he arrived at suggests the volatility on the first day he checked would be repeated once every 4.7m trading days - or every 19,000 years. However, the volatility was equally severe for two successive days. And the probability of this being repeated was every 70.5bn years. Thank heavens for small mercies.

Unlikely candidate

Three of the world's most well-known women politicians all lined up yesterday to tell the world that no, thanks very much all the same, they didn't want Boutros Boutros-Ghali's job as secretary-general of the UN. That was fortunate, as he was telling all and sundry that he's putting in for a second term. Mary Robinson, the Irish President, faxed a statement to Renter saying she doesn't want it; Oulvinde Oestang said on behalf of

Soccer insomniacs

Something very strange is happening in Vietnam. People across the south-east Asian nation have this week been dropping off to sleep without warning - in broad daylight. Waiters serving in hotels and restaurants popular with foreign businessmen yawn openly as they uncork wine bottles and serve food. Cyclo rickshaw drivers seem to be spending longer than usual dozing on street corners. Telephones are left unanswered at peak business hours. The culprit is nothing less than football. In soccer-mad Vietnam, millions of young men and women have been staying up late to watch the European Championships, relayed live to a country six time zones away. Such is the sleep

Soccer insomniacs

deprivation that some workers have been turning up four or more hours late for work. No-one has yet calculated the loss to the country's national productivity but it's almost certain to be massive. Vietnam almost ground to a halt during the World Cup when it was last staged. Whoever said "it's just a game"?

Frenzy in Firenze

Observer is looking forward to the summit gathering of EU leaders in Florence tomorrow and Saturday. It has all the makings of a sparky event, having kicked off with a witty little local poster campaign. (Falsely stating that all the shops must be closed for the duration, and that citizens are advised to stay indoors. "I do not know what sick mind thought this up", says Florence's law and order chief, Francesco Bernardino. Nor does he stand much chance of tracking down the culprits - of almost 4,000 police assigned to guard the EU delegates, most are from outside town and don't know their way around the city.)

Tory high pressure

As the UK nears a general election Tory strategists are considering any measure to give John Major the edge: one of the more bizarre ideas

50 years ago

Tin Price Agreement. It was reported yesterday that negotiations for an improvement in the price paid by the Ministry of Supply for Malayan and Nigerian tin had been concluded, and that an announcement of the new prices might be expected shortly. The invidious position of Malayan and Nigerian producers relative to tin prices ruling elsewhere has long been stressed, and the Nigerian producers have resisted an effort by the Government to renew the agreement at the old figure. Efficiency of State Railways. Sir Ronald W. Matthews, chairman of the London and North Eastern Railway Company, speaking at a luncheon in Edinburgh, said that no very convincing arguments had yet been produced to demonstrate that the transfer of the railways to some form of State ownership would be productive of greater efficiency. There was a nice round phrase often used by Government spokesmen that a particular industry was "ripe for nationalisation." That phrase was a revealing one. The State did not sow the seed. It did not tend the young plant or assist its growth. It waited until the gardeners had done their work and then, judging that the fruit was "ripe," proceeded to pluck the luscious morsel.

New viral strains

Several new strains of computer virus have appeared suddenly in the US. Among the most virulent are the Pat Buchanan virus. When infected, your system works fine but complains loudly about foreign software. Then there's the politically correct virus, which identifies itself not as a virus but as an electronic micro organism. Nor should we forget the government economist virus. Nothing works but all your diagnostic software says everything's fine.

OECD report warns EU nations to cut borrowing Germany and France may miss Maastricht targets

By Robert Chote, Economics Editor

France and Germany will have to do more to cut government borrowing if they are to hit the targets laid down for participation in a single European currency...

rising trend. If the fiscal criteria in the treaty were interpreted strictly, Denmark, Finland, the Irish Republic, Luxembourg and the Netherlands would be the only countries qualifying for European monetary union.

countries of the European exchange rate mechanism with credible policies. The impact of fiscal consolidation in Europe will be augmented by the budget deficit reductions already under way in the US and those which should soon take place in Japan...

Ex-Bremer Vulkan chairman held after police raids

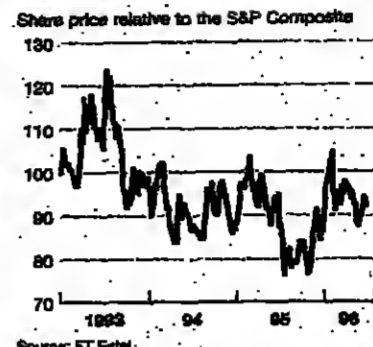
By Judy Dempsey in Berlin

Mr Friedrich Hennemann, the former chairman of Bremer Vulkan, Germany's largest shipbuilder, has been detained after police raids on homes and offices in several east and west German cities.

THE LEX COLUMN Tokyo comes clean

FT-SE Eurotrack 200: 1721.8 (-3.6)

Westinghouse



Source: FT Data

For two years, Japan's bankers, beating their breasts, have been declaring huge losses. Yesterday's results from Bank of Tokyo-Mitsubishi suggest investors should take their claims to have owned up to the scale of the bad debt crisis with a pinch of salt.

Clearly, it will take years for the Japanese banks to hurray out from underneath their bad debt mountain. Whether they will ever return to the centre stage they held in the 1980s is doubtful.

Power could still have picked up a cheaper target by pulling out of the Southern Water battle and looking elsewhere. Scottish Power shareholders should worry too that a big chunk of the acquisition is to be financed through a rights issue.

That said, the deal is not cheap, at 17 times earnings before interest, tax and depreciation. But given its strategic importance, this can hardly be held against it.

India refuses to sign 'weak' global nuclear test ban treaty

By Frances Williams in Geneva and Mark Nicholson in New Delhi

India said yesterday it could not sign a global nuclear test ban treaty "in its present form" but would not block the treaty negotiations in Geneva, due to end on June 23.

weapons states to continue the arms race through computer simulations and "sub-critical" tests. Mr Salman Halder, senior official at India's foreign ministry, nevertheless said in Delhi there would be "no walk-out" from the talks and India would "continue to negotiate".

nations for stronger wording on disarmament in the treaty, India is isolated in its demand for a commitment to scrap all nuclear weapons in 10 years. Diplomats still predicted there would be intense bargaining over conditions for the treaty to enter into force as a result of India's move.

News Corp buys stake in Japanese group

Continued from Page 1

popular programmes such as News Station, a prime time news programme, is not listed. It has close ties to the Asahi Shimbun, a leading liberal national daily, which owns 10 per cent of the broadcaster, and Toei, a Japanese film company which has a 14.83 per cent stake.

White be was in Tokyo last week, Mr Murdoch met Mr Masayoshi Son, the president of Softbank who was instrumental in realising the latest deal. Mr Son has overseen Softbank's expansion into publishing with the acquisition of Ziff-Davis of the US.

The east German shipyards have since been placed in the hands of the state of Mecklenburg-Vorpommern and the BvS, the successor to the Treuhänder, which intend to re-privatise them. The future of the parent company has yet to be decided.

FT WEATHER GUIDE Europe today Five-day forecast TODAY'S TEMPERATURES Situation at 12 GMT. Temperatures maximum for day. Forecasts by Meteo Consult of the Netherlands

Westinghouse Electric

Westinghouse's latest acquisition of radio broadcaster Infinity takes it, with one final leap, just where it wants to be - in the hands of the media giants.

UK utilities

If Scottish Power is cracking open the champagne, its shareholders are unlikely to be joining in. Buying a water company makes plenty of strategic sense: the problem is that Scottish Power has ended up buying the wrong water company at the wrong price.

RAILTRACK Share Offer Railtrack Group PLC GBP 1,929,000,000 Combined Offers of 500,000,000 ordinary shares by The Secretary of State for Transport

FINANCIAL TIMES COMPANIES & MARKETS

Friday June 21 1996

KIVETON
PARK STEEL
SUPPLIERS OF QUALITY BRIGHT STEEL

KIVETON PARK STEEL & WORKS LTD.
KIVETON PARK, SHEFFIELD S31 1SD
TELEPHONE: 0114 2411222 FAX: 0114 2411220
A MEMBER OF KIVETON GROUP PLC

PLUMB CENTER
WOLSELEY

Number one. Second to none.

IN BRIEF

Renault to pull out of Formula One



Renault, the French vehicles group, is to quit Formula One grand prix motor racing at the end of next season - leaving the front-running Williams team of Damon Hill (above) and the Benetton team to seek new engine suppliers. Renault's withdrawal will end an eight-year involvement in Formula One. Page 16

Cir may sell shares to help reduce debt
Cir, the Italian holding company controlled by Mr Carlo De Benedetti, is considering the sale of part of its share portfolio as one way of reducing debt. Page 16

Scottish Power wins Southern Water battle
Scottish Power, the UK integrated electricity group, defeated Southern Electric, the regional electricity company, in the contest for Southern Water, the south-east of England utility, with a £1.57bn (\$2.55bn) cash offer for the company. Page 19

Opel rises 13% despite currency loss
Adam Opel, the German subsidiary of the US's General Motors, reported an 18.2 per cent increase in net profits to DM363m (\$25.7m) for 1995. The increase in overall profits came despite currency losses of DM22m, a reflection of the D-Mark's strength against other European currencies. Page 16

Bank of America plans capital markets cuts
Bank of America, the San Francisco-based US banking group, is to close its capital markets trading operations in France and Germany, a move that marks the first fruits of a review of the group's wholesale business in Europe, the Middle East and Africa. Page 17

KDE may tap Australian bond market
The state-owned Korea Development Bank is considering a \$250m (US\$197m) bond issue on the Australian capital markets next month. If the issue goes ahead, it will be the first time an Asia-based sovereign agency has borrowed through the Australian bond market. Page 18

Tokyo-Mitsubishi shows accounts gap
Bank of Tokyo-Mitsubishi, Japan's largest bank, has disclosed that its bad loans calculated by US accounting standards for the year to March 31 are 21.3 per cent higher than the ¥1,406.9bn (\$12.9bn) amount announced in Japan. Page 18

ACE	15	Iva	18
Air New Zealand	18	Infiniti	1, 14
Alzo Nobel	18	KPN	16
Alcatel Alsthom	18	Kia Motors	4
Ansoft	18	Korea Dev Bank	18
Arvin	17	Lehman Brothers	17
Asahi	1	Mando Machinery	4
Assoc Cement Cos	18	Marudori	3
BHF-Bank	16	Mayne Nickless	18
Bank of America	17	Mess/Pearson	18
Bertelsmann	15	Moulinex	15
Bk Tokyo-Mitsubishi	18	Natl Semiconductors	17
Bremer Vulkan	18	Navistar Int'l	17
CSI	18	News Corp	7
Canal Plus	15	Opel	16
Carlsberg	15	Owens Corning	6
Cir	16	PanCanadian Petro	17
Coca-Cola	15	Pertaja Terannganu	18
Com Dev	8	Rona	18
Egyptian Financial	16	Scottish Power	14
El Paso Energy	17	Shell	3
Elecra	17	State Bank of India	18
Electr de France	3	TVK	16
GM	18	Tatator	3
Hermes Financial	18	Tempest Re	15
ICI	15	Tenneco	17
IPC	15	Westinghouse	1, 14

Annual reports service	24-25	FT-SE Actuators indices	28
Benchmark Govt bonds	22	Foreign exchange	22
Bank future and options	22	Gold prices	22
Bond prices and yields	21	London share service	24-25
Commodity prices	21	Managed funds service	24-27
Dividends announced, UK	19	Money markets	22
EBS currency rates	25	Newly listed issues	22
European prices	22	Barron's	30-31
Fax internet indices	22	Recent issues, UK	28
FT/SE-A World Indices	32	Short-term int rate	22
FT Gold Mines Index	28	US interest rates	22
FT/SE-A int bond suc	22	World Stock Markets	29

FRANKFURT (DM)		
Bayer	619	+14
BASF	134.54	+5
DLW	386	+5
EWG	115	+5
Telecom	115	+5
NEW YORK (\$)		
Alcoa	48 1/2	+10 1/2
American Intl	27 1/4	+2 1/4
Bank of Am	41 1/8	+3 1/8
Exxon	48 1/4	+10 1/4
General Elec	38 1/2	+10 1/2
IBM	112	+5
Johnson & J	38 1/2	+5
Merrill Lynch	38 1/2	+5
Time Mirror	38 1/2	+5
LONDON (pence)		
Alcatel	165	+15
Ames	42	+5
BT	110	+10
BHP	150	+7
BP	113	+16
British Tele	28	+4
TORONTO (C\$)		
Alcan	67 1/2	+0 1/2
Inco	10 1/4	+0 1/4
Steel	55	+0 1/2
TD Bank	18	+0 1/2

Canal Plus to end Bertelsmann pay-TV link

By Raymond Snoddy in London

Canal Plus, the French pay-television group, plans to end its "exclusive" agreement with Bertelsmann, the German media group, to develop subscription TV throughout Europe. The agreement, signed two years ago, was designed to last 30 years although there are renewal points every five years. (Canal Plus believes the decision by Bertelsmann to merge Ufa, its TV division, with CLT,

the Luxembourg-based broadcaster, breaches the agreement.)

The French company could take legal action to end the agreement, but negotiations are under way to bring it to an orderly conclusion. Bertelsmann, which is determined to go ahead with the Ufa-CLT merger, has made clear it wants a "peace treaty" with Canal Plus. "The dispute is the latest example of tension between Europe's leading media groups as they form - and often break - alli-

ances to launch digital TV.

Yesterday, Mr Pierre Danziger, chairman of Havas, told his shareholders that talks were under way between Havas, Canal Plus and Bertelsmann to "clarify" the ties between the groups on German digital satellite TV. Mr Danziger said the talks were taking place in a "calm atmosphere" but added they should lead to "a greater freedom for each of the economic groups". Similar remarks were made by Mr Pierre Lescure, chairman of

Canal Plus, at a shareholders' meeting last Friday.

Canal Plus intends to remain in its other joint ventures with Bertelsmann. These include the Premiere subscription TV channel in Germany and Vox, the German satellite channel in which Mr Rupert Murdoch's News Corporation hold a 50 per cent stake. Mr Murdoch is reviewing the Vox stake following his withdrawal from the alliance of Canal Plus, Bertelsmann and BSkyB which

was supposed to launch as many as 100 channels of digital TV in Germany later this year.

Canal Plus is however emphatic that it will not remain in the subscription TV deal with Bertelsmann. It will in future review ventures with Bertelsmann on a case-by-case basis. Canal Plus is still determined to be part of the move towards establishing multi-channel digital TV in Germany. Kirck, the German media group, has announced it will

launch a digital TV service in Germany at the end of July.

The imminent end of the Canal Plus-Bertelsmann agreement is another example of the German company irritating potential partners. Mr Murdoch found it too slow and bureaucratic to deal with. And on Wednesday Mr Michel Delloye, chief executive of CLT and instrumental in the CLT-Ufa merger, quit. He disapproved of the four-strong management committee being formed to run the merged venture.

ICI shares fall as broker lowers profit forecast

By Jenny Luesby in London

Imperial Chemical Industries, the UK's largest chemicals company, is heading for a fall in pre-tax profits of at least 10 per cent this year, according to the company's broker, BZW, which yesterday downgraded its forecasts for the group. The share price, which has fallen 20 per cent in the past two months, fell a further 20p yesterday, to close at 80 1/2p.

BZW has not yet published the revised figures, but is believed to have cut its forecast for this year from £560m to £520m (\$1.3bn), just days ahead of the group's interim results. ICI reported pre-tax profits of £27m last year. Analysts have been warning of a deteriorating outlook for the company since the beginning of the year, with many cutting their profit forecasts to £50m after the group reported first-quarter pre-tax profits of £23m.

Their main concern has been ICI's star business of last year, polyester. There have also been worries about another commodi-

ties business, titanium dioxide.

ICI's polyester business - which produces plastic films and the raw materials for textiles and plastic bottles, PTA and PET - contributed an estimated £200m to the group's profits last year, analysts believe. For the past three years, demand for PET, used to make polyester bottles, has been particularly strong, rising by between 10 and 15 per cent a year. However, this has attracted a wave of investments. With too many companies building too many plants, prices have already begun falling as producers compete for sales.

As a result, ICI's polyester profits are likely to fall by at least £100m this year, several analysts said yesterday. The decline may be even worse in following years. ICI forecasts that for several years demand for the polyester being produced in Europe will be 30 per cent lower than output, while in Asia, the overcapacity will be 50 per cent.

"The group is unlikely to make any profits in polyester next year and losses for several years after that," said one analyst. Unfortunately, polyester is not the group's only trouble spot. There is also evidence that the market for titanium dioxide, one of the main ingredients in paint, is turning against it.

Titanium dioxide accounted for an estimated \$100m of ICI's profits last year. Most analysts believe this will fall by between 10 and 20 per cent this year. The group is also suffering from factors that are industry-wide. Within Europe, the trading currency for chemicals is the D-Mark. "The recent strengthening of the pound against the D-Mark is likely to knock an extra few million pounds from profits," said one analyst.



Moulinex restructuring plan reflects industry's fight for efficiency

A French stall in the global market

By David Owen in Paris

Mr Jean Arthus, the French economics and finance minister, struck a pragmatic and resigned note in responding to the sweeping restructuring plan announced this week by Moulinex. "Globalisation is imposing itself upon us," he said. "Moulinex needs to be restructured."

Moulinex, the struggling kitchen appliance group, plans to cut its workforce by 2,600, or more than 20 per cent, and to close two French factories in an effort to improve its business performance and a run of four consecutive annual losses. Mr Pierre Blayau, the Moulinex chairman, predicted the group would fall into foreign hands if it did not make clear that it appreciated the need for changes.

But Moulinex is not alone in facing this threat. Mr Arthus's words could be applied to French industry as a whole, large sections of which are striving to restructure to ensure their long-term survival in an increasingly competitive global marketplace.

Mr Francois Fillon, minister of post and telecommunications, was the first government member to come out against the Moulinex plan, calling for the ministry of work to turn down the restructuring proposals. Mr Fillon is also chairman of the gen-



Change in hand: Pierre Blayau (left), Moulinex chairman, and Jean Arthus, finance minister

eral council of La Sarthe, the departement containing one of the plants earmarked for closure. Mr Franck Borotra, industry minister, then told the Assemblée Nationale, the French parliament, the proposals were "not acceptable in their present form". He said: "The department of industry will not abandon Normandy - the region where many Moulinex factories are located."

It was not the first time Mr Borotra had intervened publicly in recent weeks over the future of a well-known French company. Earlier this month, he used an interview with Les Echos, the French business newspaper, to make known his views on the possible sale of a strategic stake in Valeo, the world's 17th largest automotive components group and the second-largest in France after Michelin, the tyre company.

Mr Borotra indicated he was unlikely to look kindly on the purchase of a 27.7 per cent stake in Valeo - held by Mr Carlo De Benedetti, the Italian industrialist, through Cerus, his French holding company - by either Delphi Automotive, an arm of General Motors, or Framatome, the French nuclear plant group. Little more than a week later, state-controlled Framatome ruled out buying the Valeo shares.

Mr Borotra's intervention on that occasion followed warnings by France's Renault and Peugeot-Citroen car groups that they might take their business elsewhere if Valeo fell into the hands of a rival car manufacturer or a foreign component supplier. "What worries me and other colleagues is to see one of France's big equipment makers pass into US control," Mr Jacques Calvet,

head of Peugeot-Citroen subsequently explained. In the case of Moulinex, the department of industry acknowledges it has the power only to work at the margins of Mr Blayau's plan to try to reduce its social impact in communities where affected factories are located. "That may explain why the company's shares rose by 21 per cent the day after the plan was announced."

Slowly, ever so slowly, as the government's extensive privatisation programme continues and a range of other reforms takes root, a more Anglo-Saxon flavour is infiltrating the French corporate sector. But, as recent events involving Moulinex and Valeo suggest, relations between French politics and business are set to remain a touch, well, Callie for some time to come.

ACE lifts Tempest bid and breaks up Bermuda triangle

By Richard Waters in New York

The first takeover battle in Bermuda reinsurance was won yesterday by ACE, the diversified insurance company, which lifted its bid to \$324m and gained acceptance from Tempest Reinsurance.

ACE was forced to increase its offer after IPC Holdings, a rival reinsurer, weighed in two weeks ago with an uninvited bid of its own. Tempest's board, meeting late on Wednesday in Bermuda, voted to proceed with the ACE offer, having put an initial agreement with the company on hold while it considered the rival IPC bid.

By rejecting the IPC offer, Tempest may have delayed the pace of other mergers in the Bermuda reinsurance community, said one

insurance industry expert who was close to the negotiations. Both Tempest and IPC provide cover to other insurers which want to reduce their exposure to losses from big natural disasters. A combination of the two would have created a company with equity capital of around \$1bn, putting it in a far stronger position to win business.

That, in turn, would have increased the pressure on the other specialists in catastrophe reinsurance to seek mergers of their own. The merger with ACE, on the other hand, is likely to have far less impact on competitive positions in catastrophe reinsurance market. ACE, with \$1.5bn of equity, provides a range of insurance products. The deal is intended to spread its risks across a wider range of areas and

expand its customer base, said Mr Brian Duperrault, chairman. IPC said it was disappointed that its own offer had been rejected, but the company is not expected to rekindle the struggle with a higher bid. The failure of its approach leaves IPC near the bottom of the pecking order among the catastrophe reinsurers, and raises the question of whether it will seek another acquisition instead. One person close to the company denied, though, that it felt under any immediate pressure to find an alternative deal.

The loss represents a partial defeat for American International Group, the big US insurer which is the biggest shareholder in IPC. However, as a 5 per cent shareholder in Tempest, the company benefitted from ACE's decision to lift the value of its bid.

Carlsberg in Coca-Cola talks

By Greg Melvor in Stockholm

Coca-Cola is negotiating with Carlsberg, the Danish brewery group, over future co-operation in Sweden and Norway after severing its ties earlier this week with Pripps Ringnes of Norway.

Carlsberg said yesterday it was discussing distribution of Coca-Cola brands in Sweden and Norway via Falcon, a Swedish brewery group in which it has a 30 per cent stake. Carlsberg has produced and distributed Coca-Cola products in Denmark since 1979. The move is unusual for Carlsberg, whose soft drink operations have been centred on Denmark. It follows the announcement on Wednesday that Coca-Cola is breaking a half-century collaboration with Pripps Ringnes, controlled by Orkla of Norway, due

to differences over strategy. Coca-Cola stressed yesterday its strategy for the Nordic market fitted well with Carlsberg's.

The US company is to build two production plants in Sweden and Norway and had indicated it would handle distribution itself. However, Carlsberg has been keen to develop operations at Falcon, which has a 14 per cent share of the Swedish beer and soft drinks market. Mr Walther Paulsen, finance director, said talks were at an early stage but "if there is to be an investment in Norway and Sweden it will be quite high numbers".

While Falcon has a wide distribution network in Sweden, it lacks a presence in Norway. Carlsberg's entry to the Swedish-Norwegian market will displace Pripps Ringnes, which pro-

duces and distributes Carlsberg beer in Sweden and Tuborg lager, a Carlsberg product, in Norway.

Mr Paul Bergqvist, its managing director, was not sure whether that co-operation would be jeopardised. The company, defending a 20 per cent share of the Swedish soft drinks market and 15 per cent in Norway, would focus on beer and mineral water, in which it is market leader. Carlsberg shares rose DKR6 to DKR236 and Orkla's gained Nkr1 to Nkr244.

Mr Kjetil Grønnskaug, head of research at Alfred Berg, the Nordic investment bank, said that despite the prospect of intensified competition, Orkla's share price stability showed that the split with Coca-Cola and Carlsberg's emergence were "not a killer" for it or Pripps Ringnes.

"The reasonable man adapts himself to the world."

George Bernard Shaw (1858-1950).

Hambros advised Data Sciences on its proposed flotation. After the pathfinder prospectus was published, but before listing was obtained, Hambros secured a £92m sale to IBM.

HAMBROS BANK
An independent view.

Hambros Bank Limited, 41 Tower Hill, London EC3N 4TA. regulated by SFA.

COMPANIES AND FINANCE: EUROPE

Renault withdraws from Formula One

By John Griffiths in London

Renault, the French vehicles group, is to quit Formula One grand prix motor racing at the end of next season - leaving the front-running Williams and Benetton teams to seek new engine suppliers.

It has already won four constructors' championships and three drivers' championships in the period, it is almost certain to capture this year's titles following Damon Hill's win in the Rothmans-Williams-Renault at Montreal last weekend; and will almost certainly start next season as a front-runner for the 1997 title.

subsequent course is down - and thus to withdraw when its current contracts with Williams and Benetton expire.

Both Williams and Benetton are understood to have been warned well in advance of Renault's intentions, and to have already begun tentative discussions with other grand prix engine suppliers.

building competitive engines for grand prix. However, Renault is being withdrawn from motor sport altogether. Renault Sport director Mr Patrick Faure said last night that the French motors group would announce plans for a new global motor sport strategy in the next few months.

Dutch player well placed for Euro 98

KPN's listing on the London Stock Exchange reflects a strategy of aggressive expansion

Mr Wim Dik, chairman and chief executive of KPN, the dominant Dutch telecommunications operator, was at the London Stock Exchange on Tuesday to celebrate the company's London listing, a move which opens an extra window for investors.

an AT&T. We have to form strategic alliances so we are wherever our customers wish us to be."

PROFILE: KPN. Historical P/E 13.27. Gross yield 4.01%. Earnings per share (1995) Fl 4.89. Current share price Fl 64.9.

counter a rapid and inevitable decline in revenues from international traffic. He did not expect, however, see large job losses: with 70,000 full-time equivalent staff, the group already has the best lines per employee ratio in Europe.

Second, as one of the few European operators to retain responsibilities for postal services, it intends to turn this into a virtue, establishing a Europe-wide postal network to take advantage of full postal liberalisation.

Unit's turnaround boosts Opel

By Wolfgang Münchau in Frankfurt

Adam Opel, the German subsidiary of General Motors, yesterday reported an 18.2 per cent increase in net profits to DM363m (\$238.7m) for 1995.

recovery of the Italian lira, we expect a better exchange rate environment".

car segment accounted for a growing percentage of sales, and also noted that replacement buyers had been more cautious.

Brokers' marriage a commitment to Egyptian reforms

The link-up of EFG and Hermes is a response to market growth

Egypt's small but rapidly growing banking community is today spending its Sabbath digesting the news that the country's two leading local brokerage and investment houses are merging to create Cairo's biggest merchant bank.

remainder is spread between around 80 small local brokerage houses. They are also the local market leaders in research and company analysis.

CSI results vindicate steel shake-up

By Tom Burns in Madrid

The long and costly restructuring of Spain's steel industry appears to have been vindicated by the pre-tax profits of Pta29.1bn (\$226.87m) for 1995 on sales of Pta387.7m.

Italy doubles size of Ina bond offer

The Italian government yesterday almost doubled the size of its offering of bonds exchangeable into shares in Ina, the insurance company, because of overwhelming demand from domestic and foreign institutional investors.

OTE climbs 15% pre-tax

OTE, Greece's state-controlled telecoms monopoly, yesterday announced a 15 per cent increase in pre-tax profits, to Dr203bn (\$343m) in 1995 on turnover up 23 per cent to Dr933bn.

Alcatel affirms break-even aim

Alcatel Alsthom, the French electronics group, confirmed it was looking to return to break-even in 1996 after having incurred a loss of FF25.6bn (\$6bn) in 1995, including FF24bn in provisions.

Hungary sets TVK price range

Hungary's privatisation agency yesterday pressed ahead with the privatisation of Tiszai Vegyi Kombinát (TVK), the country's largest chemical company, through an offering of shares to domestic and foreign investors.

FDA approval for Akzo drug

Akzo Nobel, the Dutch chemicals group, has been given approval by the US Food and Drug Administration to market Remeron, an anti-depressant. It was approved for use in some west European countries late last year.

ZURICH INSURANCE COMPANY logo and name.

Payment of dividends. In accordance with the resolution of the General Meeting of June 19, 1996, the dividend for the 1995 business year is...

James Whittington. Last week, a new law was passed which removed restrictions on foreign banks owning majority stakes in their local joint ventures.

Banco Central de Venezuela. Floating Rate Bonds due 2005 USD New Money Series B-1P.

NOTICE OF REDEMPTION. To the Holders of TSB Hill Samuel Bank Holding Company plc (formerly Hill Samuel Group plc) (the "Issuer").

COMPANIES AND FINANCE: ASIA-PACIFIC

KDB may tap Australian bond market

By Nikki Tait in Sydney

The Korea Development Bank, the large government-owned institution, is considering making a \$250m (US\$197m) bond issue on the Australian capital markets next month.

tralia's effort to establish itself as an important financial centre within the Asia-Pacific region. The deal was taken to the KDB by Commonwealth Bank of Australia, the commercial bank which is in the final stages of full privatisation.

to comment on these. CBA argues that the sharp growth in pension fund money in Australia - a trend which is expected to accelerate over the next few years - means there is pent-up demand for investment grade securities from local fund managers.

ply to satisfy the demand for debt from local institutional investors," said Mr Hoy yesterday. He said he expected the "big" institutional investors to take up about three-quarters of the issue, and a mixture of banks and smaller fund management group or industry funds to absorb the remainder.

To date, KDB has tended to raise international funds through Hong Kong or Japan although it has also made US dollar-denominated global bond offerings recently.

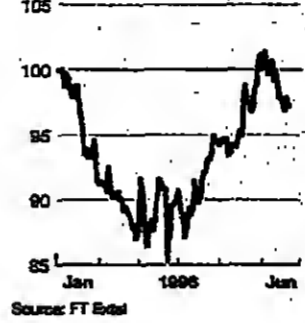
State Bank of India posts 16% advance

By Kunal Bose in Calcutta

State Bank of India, the country's biggest commercial bank, yesterday announced a strong increase in profits in the 12 months to end-March after benefiting from an improvement in the yield on advances and a healthy growth in non-interest income.

Bank of Tokyo-Mitsubishi

Share price relative to the Nikkei 225



before tax for the year to last March jumped 69.5 per cent to Y83.3bn while net income fell 19.6 per cent to Y28.5bn.

Tokyo-Mitsubishi's bad loans show accounts standards gap

By Emiko Terazono in Tokyo

Bank of Tokyo-Mitsubishi, Japan's largest bank, has disclosed that its bad loans calculated by US accounting standards are 23.3 per cent higher than the amount announced in Japan.

Under US and Japanese standards was narrowing, reflecting an improvement in Japanese disclosure rules. Japanese banks did not report restructured loan figures until 1995, and Mitsubishi Bank's non-performing loans figure under US rules in 1994 was almost double that disclosed in Japan.

Under SEC rules, the bank reported Y859.8bn in restructured loans, against a total of Y424.4bn in the Japanese accounts for the parent company. It does not release consolidated restructured loans in its Japanese accounts.

Air NZ closer to approval for Ansett deal

By Nikki Tait

Air New Zealand's proposed purchase of a 60 per cent stake in Australia's Ansett Airlines cleared another hurdle yesterday, when the Australian Competition and Consumer Commission, the country's main competition watchdog, said it would not intervene in the deal.

Air New Zealand is buying the stake from Australia's TNT group. "The ACCC noted the move towards the creation of a single aviation market for Australia and New Zealand and took account of this when reaching its decision," Professor Allan Fels, the commission's chairman, said in a statement.

Thai power authority approves spin-offs

By Ted Bardacke in Bangkok

The board of directors of the state-owned Electricity Generating Authority of Thailand (EGAT) has approved plans to privatise more than 15,000MW of its generating capacity by spinning off three new business units that will each control a group of power plants.

The main holding of the Mae Moh Group will be a 2,625MW lignite-fired plant in northern Thailand, along with three smaller plants at the Sai Noi complex near Bangkok.

spread illnesses at villages near the plant - while gas supply from Burma is still untested. Nevertheless, analysts said that, given the high premiums investors have been willing to pay for EGAT, they are likely to be interested in these new companies when they list.

The relatively smooth passage through the commission comes after Air New Zealand has spent months trying to ameliorate concerns by the New Zealand competition authorities that the deal was anti-competitive.

NEWS DIGEST

Rescuers chosen for Malaysia steelmaker

Malaysia has chosen two companies to rescue Perwaja Terengganu, the national steelmaker which was declared insolvent last month with total debts of nearly \$570m (US\$450m).

Mayne Nickless sale deadline

Mayne Nickless, the Australian transport, security and healthcare group, yesterday set a deadline of June 30 for would-be buyers to express interest in its 24.59 per cent shareholding in Optus Communications, the Australian telecommunications group.

Cost cuts help Tata cement unit

Associated Cement Companies, the largest of India's cement and refractory manufacturers, was boosted by improved cement prices and cost-cutting. The company, part of the Tata group, lifted operating profits by 60.8 per cent to Rs4.33bn (\$124m).

Patek Philippe advertisement featuring a watch image and text: 'For more than a century and a half, Patek Philippe has been known as the finest watch in the world. The reason is very simple. It is made differently. It is made using skills and techniques that others have lost or forgotten.'

BANCO MEDEFIN UNB S.A. notice regarding a meeting of holders of the US\$40,000,000 10 per cent Notes due 1996 of Banco UNB S.A. (the "Notes").

LG Electronics Inc. (formerly Goldstar Co., Ltd.) notice to holders of the issuer's US\$70,000,000 3.25 per cent Convertible Bonds due 2006.

Advance Bank Australia Limited notice regarding US\$250,000,000 Floating Rate Notes 1999.

NOTICE TO THE HOLDERS OF K stock (Australian Finance Limited Extended Term Debentures due 2002).

NOTICE TO THE HOLDERS OF GLOBO PARTICIPAÇÕES LTDA US\$700,000,000 Euro Medium-Term Note Programme.

NOTICE TO THE HOLDERS OF GLOBO PARTICIPAÇÕES LTDA US\$700,000,000 Euro Medium-Term Note Programme.

IT Senior Appointments

JOIN A WORLD LEADER COMMITTED TO MIS

Central London

Our client is a global market leader in the provision of sales management and medical information. They have achieved this status in a world where the integrity of the decision support data they provide can be the difference between success and failure.

As you would expect MIS is critical to the company's success. There are a number of new project initiatives being undertaken to ensure that the business and its customers continue to receive the most effective systems solutions. The most important factor to the success of these initiatives is people.

We have outlined below a brief summary of the opportunities available, more information can be obtained by calling the numbers detailed below:

Technical Co-ordinator Sales & Marketing Systems (SAMS)

Reference GH001

The SAMS programme is a regional initiative, involving the implementation of a sales, marketing and client service solution. This programme will take about two years to roll-out to a 'core' of predominantly European sites, but will continue on an international basis.

Outline of responsibilities

- Co-ordinating on-going enhancements to the SAMS solution
 - Designing the required functionality in an SQL Windows environment
 - Providing technical support for the SAMS solution in the local offices
- The ideal candidate will possess the following skills, attributes and experience:
- Robust design, operation and utilisation
 - Windows/MS-DOS programming
 - SQL programming
 - Exposure to Networking and communications
 - Highly developed interpersonal skills
 - Strong commercial awareness
 - A second European language would be an advantage

Decision Support Systems Manager

Reporting to the MIS Director the purpose of this role is to manage the on-going development and implementation of the Corporate Decision Support systems and data collection systems. The systems are used by Operational and Senior Financial Management to consolidate and analyse financial information.

Outline of responsibilities

- Planning review of overall strategy for Corporate Decision Support and Data Collection Systems

All candidates require a high degree of motivation. The roles will involve European travel and therefore candidates need to be flexible with the ability to communicate on a cross cultural basis. In return our client will provide a stimulating, challenging and exciting opportunity where you will be rewarded for achievement and provided with the training needed to ensure you fulfil your maximum potential.

If you would like to apply for one of the positions above or require any further information please contact David V. Holloway at DRAX DEARMAN ASSOCIATES on 0171 419 0229 (Office) or 0171 288 2888 (Home) alternatively fax, e-mail, or post your CV (quoting the corresponding reference number) to him at:

DRAX DEARMAN ASSOCIATES
Phone: 0171 419 0229 (Direct Line) 0171 288 1008 (Switchboard) Fax: 0171 288 0001
E-mail: david@dearman.dearman.co.uk
Charlotte House, 14 Windmill Street, London W1P 2DY

DRAX DEARMAN ASSOCIATES

£ Excellent packages

- Ensuring a high degree of 'Customer Service' is provided to all users
- On-going development of systems to fulfil Corporate reporting requirements
- Documentation of consolidation and collection systems processes
- To play a part in the development of Corporate management reporting

The ideal candidate will possess the following skills, attributes and experience:

- An in-depth knowledge of Hyperion Enterprise Consolidation systems covering design, building and maintenance
- Ability to plan and maintain work schedules to meet tight deadlines, and be truly self-motivated
- Highly developed interpersonal and written communications skills

Systems Administrator - Decision Support Systems

Reference GH003

Reporting to the Decision Support Manager you will be responsible for the administration, maintenance and development of the Corporate financial consolidation and collection systems which provide financial information to the company's Senior Management.

Outline of responsibilities

- To maintain the structure and process of the consolidation systems
- Provide support and training to Corporate and local personnel
- To take a proactive role in the design and development of local and corporate reporting packages

The ideal candidate will possess the following skills, attributes and experience:

- Financial Systems experience
- A good understanding of Database concepts
- Consolidations systems experience preferably Hyperion or Micro Control
- MIS Office experience, in particular Esset and Access
- Excellent interpersonal skills

City



LTCB International Limited

Excellent salary + Banking Benefits

SENIOR BUSINESS ANALYST - FIXED INCOME

At LTCB International we enjoy a reputation for excellence in bond and derivatives trading and arbitrage. We depend upon high quality, leading edge technology to support our day-to-day activities and help our business grow.

We are now looking for an experienced Business Analyst to join our Computer Systems & Telecommunications department to play a key role in implementing our innovative and demanding Medium Term Systems Plan. Your major responsibilities will include:

- Business Analysis, initially concentrating upon the Back Office as we replace our Accounting and Settlement systems, and
- Liaison between the IT function and end user departments.

You will be working as part of a small team of highly talented and dedicated systems professionals.

To meet the requirements of this demanding job, you will need:

- To have at least three years' experience of business analysis in a fixed income environment, and a broad understanding of financial instruments,
- To be experienced in requirements definition, package selection and implementation,
- To be familiar with client-server concepts and relational database design, and
- To be educated to degree level (or equivalent).

This is an excellent opportunity for a self-motivated individual to develop his or her career in a high profile role within a company at the leading edge of business technology. If you feel you could meet this challenge, please send your CV with a covering letter to our consultant, Lynne Hall at:

Drax Dearman Associates, 14 Windmill Street, London. W1P 2DY.
Tel: 0171 289 1000. Fax: 0171 289 0001. Email: Lynne@Dearman.demon.co.uk

DRAX DEARMAN ASSOCIATES

IT City Appointments

OUTSTANDING OPPORTUNITY FOR GRADUATES IN GLOBAL TECHNOLOGY

Deutsche Morgan Grenfell, the investment banking arm of Deutsche Bank, one of the world's largest AAA rated institutions, operates in over 30 countries. To achieve our objective of becoming the leading European Investment Bank and one of the top Investment Banks in the world, we must attract and develop the very best people. A key to our success in such a competitive business environment is our IT function. On a global basis, IT works in close partnership with all areas of the Bank to deliver innovative and efficient solutions.

We are recruiting a number of graduates in 1996 to join our IT Division in London. The development programme provides training by way of a rotation programme as well as IT related courses resulting in detailed knowledge of how IT supports the Bank's business activities.

On completion of the programme you will have gained an understanding of:

- IT strategies of a Global Investment Bank
- Project Management with global scope
- Systems Development using latest technologies
- Implementation of large-scale projects

You will have also increased:

- Your proficiency skills
- Your knowledge of technology
- Your business skills
- Your analytical abilities

The successful candidates are likely to have the following credentials:

- Committed to a career in IT
- A 1st or 2:1 degree in Mathematics, Engineering, Business Management, Economics, Computer Science or Science completed in 1995 or 1996
- A flexible and committed approach within a rapidly changing environment
- Analytical and creative skills
- Good team and communication skills

- International mobility
- Fluent English (oral and written), with knowledge of another European language an advantage

Deutsche Morgan Grenfell offers:

- A comprehensive 12 month training programme
- Outstanding career opportunities in a globally operating investment bank
- International challenges

Interested applicants should fax or send their CV and covering letter to Marina Phillips or Jeremy Tipper at Robert Walters Associates, 10 Bedford Street, London, WC2E 9HE. Fax: (0171 304 4331). Tel: (0171 379 3333). Internet: marina.phillips@robertwalters.com

The closing date for applications is Wednesday 3rd July 1996.

Deutsche Morgan Grenfell

INTERNATIONAL BANKING, IT & SETTLEMENTS

FX Marketing: Key role 80k plus Quant Analyst. PhD, MSc.Derivatives.
50-80k Fixed Income, C++ Unix or Windows/NT 30-55k
Risk Management Analyst 25-40k Settlements.

UK Equities 23k

Campion, Africa House 64/78 Kingsway,
London WC2B 6AH
Tel: 0171 831 6600 Fax: 0171 831 6622
Campion@campion.demon.co.uk

NETWORK SUPERVISOR

We are seeking a Network Supervisor for our largest client. Local work (London) requires the management of 2.Novell 3.12 Lans (180 users). Thorough knowledge of Novell, MS Office, Windows 3.11 essential, experience of E-mail & Mircs a plus. Excellent salary for right candidate.

CV's to gsthco@hill&knowlton.com or mail to Guy Howard,
5-11 Theobalds Road,
London WC1X 8SL.



City

Business Systems Consultant

to £38,000 + Bonus

As one of the most well-known and innovative general insurance companies, we are determined to make the best business use of the technology that is on the market. To achieve this, we need an experienced Business Systems Consultant with the ability to understand our business needs, and ensure they are matched by appropriate systems.

Reporting to our Business Systems Manager, you will liaise with the business managers of all our general insurance distribution channels in order to understand their MIS requirements and then deliver an effective solution. This role is seen as critical in ensuring the responsiveness of our business in this fast changing, increasingly customer focused industry and you will be involved in the project management through all stages of the life cycle. You will also be involved in other Head Office functional initiatives as they arise.

To effectively perform this role you will need a broad skill base, combining good business and commercial understanding with a sound appreciation of IT and its

potential contribution. You will probably have a background in Financial Services or Consultancy, ideally including some experience of general insurance or of large scale customer service environments. You will have a knowledge of structured methods, such as SSADM and PRINCE, for business analysis and project management and have implemented Business Information Systems. As for the personal qualities, we are looking for a high level of enthusiasm and self-motivation from a team player who is demonstrably able to take on responsibility and deliver. They must have the communication skills to build productive working relationships across all levels and functions in our business.

If you are the right person for this role and wish to take advantage of the future career options we can offer, convince us by sending your CV to our advising consultant, Keith Evans at Michael Page Technology, Page House, 39-41 Parker Street, London WC2B 5LH, quoting reference 293975.

Net. Works The FT IT Recruitment section is also available all week on www.FT.com

FT IT Recruitment appears each Wednesday in the UK edition, and each Friday in the international edition

For more information on how to reach the top IT professionals in business call:
Will Thomas +44 171 873 3779
Clare Bellwood +44 171 873 3351

Net. Works The FT IT Recruitment section is also available all week on www.FT.com

are w
at 50
able
which
older staff fo
ing their m
loyal employ
This debat
the UK last
ations - ar
ways, Britis
Marks and S
and J. Sains
Employers F
bat age dis
Among oth
aims to cur
limits which
third of job
Ageism, h
British pher
Unioo study
ago. The n
that measu
are had bes
recession o
cated that
older worke
European c
forced out
"almost im
market bel
ment age.

The in
tion
ism
workplace
try's Cons
cally outla
nation, wri
French
tions offer
ger respect
their Angl
example, r
the count
race last y
ting exec
70s or 80
One
recruits
of their
They sta
after ye
and mill
their acc
ence six
executiv
That s
during t
ers put
push of
executi

COMMODITIES AND AGRICULTURE

World metal bureau cuts copper surplus estimate

By Kenneth Gooding, Mining Correspondent

The World Bureau of Metal Statistics, whose data are used by many international metal analysts, has identified most of the reasons why copper market statistics have been unreliable for several years...

Western World Refined Copper Balance (000 tonnes) table with columns for 1995, 1994, 1993, 1992 and rows for Production, Net East/West Trade, Total Consumption, EU Double Counting, Market Balance, Reported Stock Change.

Mr Peter Hollands, editor of Bloomsbury Minerals Economics' Copper Briefing Service newsletter, who was among the first publicly to raise this issue, said yesterday: "The bureau has done an excellent job of sorting out the European data. It has done some ingenious research. It is very unusual to get this level of accuracy in statistics."

Caribbean sugar growers put on a brave face

The EU's suppliers are facing an uncertain period over the next five years, writes Canute James

The European Union's cane sugar suppliers are putting on a brave face in contemplating what many of them admit is a uncertain period over the next five years in preserving their lucrative market.

"The sugar protocol is a legal document which will outlive the Lomé Convention," said Mr Arvin Boole, the ACP's spokesman on sugar. "Any disruption in the sugar trade between the ACP and the EU will have dire consequences and threaten the economy and society of several countries."

Another concern raised by the ministers at the conference was the effect of the EU's offer under the Uruguay Round of trade negotiations, to reduce tariffs by 15 per cent over a six year period ending in 2001.

ACP officials agreed, Mr Carl Greenidge, the group's acting secretary general, told producers that competition from alternative sweeteners would reduce current levels of sugar consumption, and increasing use of high fructose syrups by food and drink processors would force ACP producers to improve the efficiency of their industries.

The sugar producers expect to get a firmer indication of future trends in a few months with the inaugural ministerial meeting of WTO, which Mr Boole said would be a "watershed" in international trade.

Coal strike spreads

By Nikki Tait in Sydney

Three Queensland coal mines operated by Shell Australia were hit by a 48-hour strike yesterday as members of the powerful Construction, Forestry, Mining and Energy Workers' Union walked out in support of striking employees at the Dalrymple coal terminal, near Mackay.

International tea sales drive majors on the feel-good factor

Alastair Guild reports on a generic marketing campaign stressing the health-giving properties claimed for black tea

International Guild has been focused on a generic campaign to highlight the health-giving properties of black tea. There is no future contract for tea and no producers' cartel. The eventual aim of this campaign will be to eliminate surpluses and introduce greater stability into the market, while boosting prices paid to producers.

International advertising agencies are being recruited and Saatchi and Saatchi is thought likely to be appointed the lead agency. The new ideas will be tested first in four markets, chosen for being developing markets with a still significant potential and without yet having complex branding structures.

The second phase, to be managed by the UK Tea Council, will concentrate on the creation of a communications package for the promotion of tea. The package, influenced by the research findings, will be designed to convey the health giving properties of tea across countries and continents, while communicating to the public the core results of the research.

Eastern Java, at present a predominantly green tea market, but where black tea is increasingly becoming the preferred option among the better off. The Czech Republic, which has a history of tea consumption but, as a fast developing economy, is seen as having yet more potential.

There is an annual world-wide surplus of some 80,000 tonnes of tea, out of a total production of 2.5m tonnes. This is likely to increase as average yields improve, particularly with the development of clones.

Mr Lewis stresses that "one of tea's great strengths is its homogeneous nature... Its totally natural and you brew it in the same way wherever you are in the world. This is what allows us to promote it in a generic way."

COMMODITIES PRICES

BASE METALS

Table of base metal prices including London Metal Exchange, Aluminum, Zinc, Lead, Tin, and various grades of copper and nickel.

Precious Metals continued

Table of precious metal prices including Gold COMEX, Platinum NYMEX, Palladium NYMEX, Silver COMEX, and Zinc special high grade.

GRAINS AND OIL SEEDS

Table of grain and oil seed prices including Wheat LCE, Soybean Meal, Soybean Oil, and Barley LCE.

SOFTS

Table of soft commodity prices including Cocoa LCE, Coffee LCE, Coffee C, and White Sugar LCE.

MEAT AND LIVESTOCK

Table of meat and livestock prices including Live Cattle CME, Live Hogs CME, and Pork Bellies CME.

LONDON TRADED OPTIONS

Table of London traded options for Aluminum, Copper, and Crude Oil.

LONDON SPOT MARKETS

Table of London spot market prices for Crude Oil, Brent Blend, and Natural Gas.

PRECIOUS METALS

Table of precious metal prices including London Bullion Market, Gold, Silver, and Platinum.

ENERGY

Table of energy prices including Crude Oil NYMEX, Heating Oil NYMEX, and Natural Gas NYMEX.

FUTURES DATA

Table of futures data for various commodities including Wheat, Soybean, and Coffee.

VOLUME DATA

Table of volume data for various commodities including Wheat, Soybean, and Coffee.

INDICES

Table of indices for various commodities including Reuter's, CBOT, and CME.

JOTTER PAD

Table for a crossword puzzle with clues and solutions.

CROSSWORD

Table for a crossword puzzle with clues and solutions.

CURRENCIES AND MONEY

MARKETS REPORT

German M3 fails to provide lead to markets

By Philip Gawth

The interest rate logjam in the US, Germany and Japan yesterday remained unresolved with the release of German M3 data falling to provide the fresh trading impetus the market was looking for.

Although the M3 figure came in slightly above expectations, it was not sufficient to have much impact on exchange rates which were confined to fairly narrow ranges. The dollar closed in London at DM1.5244, from DM1.5207.

Against the yen it finished at ¥102.90, from ¥103.135.

In an otherwise quiet trading day, there was some excitement when a rumour circulated about the departure from the Japanese Ministry of Finance of Mr Eisuke Sakakibara, the official most closely linked to a strong dollar policy.

Bank's surprise decision to announce an aggressive tightening of monetary policy. The largest price movement involved the Swedish crown which rose to a 3 1/2 year high against the D-Mark after the Riksbank after the interest rate corridor by 75 basis points. It reached an intra-day high of SEK4.333, before finishing at SEK4.345, from SEK4.365.

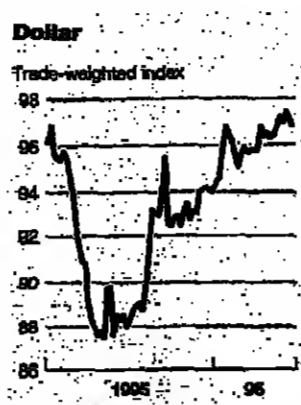
Sterling was confined to very narrow ranges, finishing at DM2.35, from DM2.3476. Against the dollar it closed at \$1.5416, from \$1.5433.

The 10.5 per cent growth in German May M3 was sufficient to allay market consensus expectations to make any near-term cut in the repo rate unlikely. But analysts at Salomon Brothers in London said the low prospective public sector wage agreement should encourage Bundesbank confidence about inflation prospects and improvement in the public sector deficit.

They added that the possibility of a single digit M3 figure in June might provide the prelude for a small fall in the repo rate ahead of the Bundesbank's summer recess. Some observers believe the Bundesbank wants to keep the repo weapon in reserve in order to combat unwanted bouts of D-Mark strength.

Arguably more noteworthy for the dollar were developments in Japan where Mr Sakakibara, at a press conference repeated the party-line on the dollar - that current foreign exchange levels reflect economic fundamentals, and show a strong chance of a higher dollar.

More noteworthy were rumours of his resignation. Mr David De Rosa, a director of



Source: FT-EP

Mr Sakakibara said Japan was not in a situation to change monetary policy, but this statement was overwhelmed for a while by the perception that if he was going, this could mark the end of Japan's preference for a strong dollar policy.

The market was doubly surprised by the Czech National Bank. First, although a tightening in minimum reserve requirements was expected, the market thought the rate would rise to around 10 per cent, from 8 1/2 per cent. Instead it rose to 11 1/2 per cent.

The second surprise was that the authorities then went on to raise the official rates, with the discount rate going to 10 1/2 per cent, from 9 1/2 per cent, and the Lombard rate moving to 14 per cent from 12 1/2 per cent.

Mr Steve Jenkins, analyst at Banque Indosuez in London, said the CNB's action appeared to be a pre-emptive strike against the prospect of higher

inflation. Currency markets responded positively, if cautiously, to the initiative which should increase the Czech koruna's yield differential over the koruna basket. The market index went from around 10 basis points under the mid-rate to about 30 basis points above it - a move of only 0.4 per cent.

The koruna has depreciated by about 5 per cent against the dollar this year, while appreciating by around 2 per cent against the D-Mark.

Analysts at UBS in London expect this pattern to continue for the rest of the year, with the koruna weakening to KZ27.6 against the dollar, while staying unchanged against the D-Mark.

WORLD INTEREST RATES

Table with columns: Money Rates, June 20, Over night, One month, Three months, Six months, One year, Lomb. Inter., Dlx. rate, Repo rate. Rows include Belgium, Denmark, France, Germany, Ireland, Italy, Netherlands, Switzerland, UK, Japan, and London FT London.

Table with columns: Euro Currency Interest Rates, Jun 20, Short term, 7 days notice, One month, Three months, Six months, One year. Rows include Belgium, Denmark, D-Mark, Dutch Guilder, French Franc, Portuguese Esc, Spanish Peseta, Swedish Krona, Swiss Franc, Can. Dollar, US Dollar, Italian Lira, Yen, Asian Dollar.

Table with columns: Other Currencies, Jun 20, Cash, 30 days, 90 days, 180 days, 360 days. Rows include Canada, Hong Kong, Korea, New Zealand, Singapore, Taiwan, Thailand, UAE.

POUND SPOT FORWARD AGAINST THE POUND

Table with columns: Jun 20, Closing mid-point, Change on day, Bid/offer spread, Day's mid low, One month, Three months, One year, JP Morgan index. Rows include Europe, Americas, Asia/Pacific, and various countries like Argentina, Brazil, Canada, etc.

DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Table with columns: Jun 20, Closing mid-point, Change on day, Bid/offer spread, Day's mid low, One month, Three months, One year, JP Morgan index. Rows include Europe, Americas, Asia/Pacific, and various countries like Australia, Belgium, Denmark, etc.

GRDS RATES AND DERIVATIVES

Table with columns: Exchange Cross Rates, Jun 20, Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include Belgium, Denmark, France, Germany, etc.

UK INTEREST RATES

Table with columns: LONDON MONEY RATES, Jun 20, 7 days notice, One month, Three months, Six months, One year. Rows include Interbank Sterling, Sterling CDs, Treasury Bills, etc.

UK CLEARING BANK BASE LENDING RATES

Table with columns: UK clearing bank base lending rate 5% per cent from June 6, 1996. Rows include Acton & Company, Allco Trust Bank, etc.

BASE LENDING RATES

Table with columns: Acton & Company, Allco Trust Bank, etc. Rows include various banks and their lending rates for different terms.

JAPANESE YEN FUTURES (MAY) JUN 15.25 per Yen 100

Table with columns: Open, Last, Change, High, Low, Est. vol, Open Int. Rows include Sep, Dec, Mar.

STERLING FUTURES (MAY) £25,000 per £

Table with columns: Open, Last, Change, High, Low, Est. vol, Open Int. Rows include Sep, Dec, Mar.

EURO CURRENCY UNIT RATES

Table with columns: Jun 20, Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include Spain, Netherlands, etc.

EURO CURRENCY UNIT RATES (continued)

Table with columns: Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include Austria, Belgium, etc.

EURO CURRENCY UNIT RATES (continued)

Table with columns: Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include Denmark, France, etc.

EURO CURRENCY UNIT RATES (continued)

Table with columns: Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include Germany, Greece, etc.

EURO CURRENCY UNIT RATES (continued)

Table with columns: Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include Ireland, Italy, etc.

EURO CURRENCY UNIT RATES (continued)

Table with columns: Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include Japan, Korea, etc.

EURO CURRENCY UNIT RATES (continued)

Table with columns: Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include New Zealand, Singapore, etc.

EURO CURRENCY UNIT RATES (continued)

Table with columns: Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include Taiwan, Thailand, etc.

EURO CURRENCY UNIT RATES (continued)

Table with columns: Bid, Offer, Dlx, L, R, Ncy, Es, Pta, Skr, Bfr, E, Cs, S, Y, Ecu. Rows include US Dollar, Yen, etc.

MARGINED FOREIGN EXCHANGE TRADING. Fast, Competitive Quotes 24 Hours. Contact: Martin Donovan. Tel: +44 171 815 0000. Fax: +44 171 329 3919.

FUTURES & OPTIONS TRADING. BERKELEY FUTURES LIMITED. 38 DOVEY STREET, LONDON W1X 3BB. TEL: 0171 639 1133. FAX: 0171 496 0022.

FUTURES AND OPTIONS TRADING. Clearing and Execution Service 24 hrs. Contact: Doreen Doss. Tel: +44 171 329 3930. Fax: +44 171 329 3919.

SECURITIES AND FUTURES LIMITED. From \$32 ROUND TURN. TEL: 0171 417 9720. FAX: 0171 417 9719.

Margined FOREX. Discussed Commissions. The rate we trade is the rate you get. TEL: 0171 638 2028.

KNIGHT-RIDDER'S FUTURES MARKET DATABANK FROM \$570. A full year of data, market data and daily price updates. TEL: 0171 812 4882.

WANT TO KNOW A SECRET? The L.D.S. Gann Seminar will show you how the markets REALLY work. TEL: 0171 702 1991.

FUTURES - TAX FREE. IGINDEX FINANCIAL. 0171 896 0011.

OFFSHORE COMPANIES. Incorporated in 1978, OCSA has 20 offshore entities and 700 worldwide companies available. TEL: 0171 702 1991.

Petroleum Argus Oil Market Guides. Complete, authoritative explanation of the oil markets. Petroleum Argus. CALL: 0171 702 1991.

Market-Eye. Freephone 0800 321 321. FAX: 0171 398 1001.

SENDER YOUR OWN PAPERCLIP. And while you are at it, please attach your cheque to fund more Macmillan Nurses in the fight against cancer. US\$50,000 Floating Rate Notes Due 1998. Macmillan Cancer Relief.

PHONE-POULEN S.A. USD 300,000.00 UNDATED FLOATING RATE CAPITAL NOTES. For the period June 1, 1996 to December 31, 1996. SOCIETE GENERALE BANK & TRUST - LUXEMBOURG.

FAST 64 KBIT SATELLITE TECHNOLOGY. FOR COMPLETE REAL-TIME DATA OF THE US AND EUROPEAN EXCHANGES. FOREX, FUTURES, OPTIONS, EQUITIES, NEWS.

SHARE MONITORING. Financial News, Customized News, Market Data. Tel: 0171 873 2447.

Market-Eye. Freephone 0800 321 321. FAX: 0171 398 1001.

Market-Eye. Freephone 0800 321 321. FAX: 0171 398 1001.

LONDON SHARE SERVICE

ALCOHOLIC BEVERAGES

Table listing various alcoholic beverage companies and their share prices.

BANKS, MERCHANT

Table listing various bank and merchant companies and their share prices.

BANKS, RETAIL

Table listing various retail bank companies and their share prices.

BREWERIES, PUBS & REST

Table listing various brewery, pub, and restaurant companies and their share prices.

BUILDING & CONSTRUCTION

Table listing various building and construction companies and their share prices.

BUILDING MATS. & MERCHANTS

Table listing various building materials and merchant companies and their share prices.

CHEMICALS

Table listing various chemical companies and their share prices.

DISTRIBUTORS

Table listing various distributor companies and their share prices.

DIVERSIFIED INDUSTRIALS

Table listing various diversified industrial companies and their share prices.

ELECTRICITY

Table listing various electricity companies and their share prices.

ELECTRONIC & ELECTRICAL EQPT

Table listing various electronic and electrical equipment companies and their share prices.

ENGINEERING, VEHICLES

Table listing various engineering and vehicle companies and their share prices.

EXTRACTIVE INDUSTRIES

Table listing various extractive industry companies and their share prices.

ELECTRONIC & ELECTRICAL EQPT - Cont.

Continuation of electronic and electrical equipment companies.

ENGINEERING

Table listing various engineering companies and their share prices.

ENGINEERING, VEHICLES

Table listing various engineering and vehicle companies and their share prices.

EXTRACTIVE INDUSTRIES

Table listing various extractive industry companies and their share prices.

EXTRACTIVE INDUSTRIES - Cont.

Continuation of extractive industry companies.

ENGINEERING

Table listing various engineering companies and their share prices.

ENGINEERING, VEHICLES

Table listing various engineering and vehicle companies and their share prices.

EXTRACTIVE INDUSTRIES

Table listing various extractive industry companies and their share prices.

HOUSEHOLD GOODS

Table listing various household goods companies and their share prices.

INSURANCE

Table listing various insurance companies and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

INVESTMENT TRUSTS - Cont.

Continuation of investment trusts.

INSURANCE

Table listing various insurance companies and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

INVESTMENT TRUSTS

Table listing various investment trusts and their share prices.

Advertisement for ORACL, featuring a car and the text 'The authority on a complete solution to effective company car finance and management. 0800 269895'. Includes the ACL logo and contact information.

ENGINEERING - Cont.

Continuation of engineering companies.

FOOD PRODUCERS - Cont.

Continuation of food producer companies.

ENGINEERING, VEHICLES

Table listing various engineering and vehicle companies and their share prices.

GAS DISTRIBUTION

Table listing various gas distribution companies and their share prices.

EXTRACTIVE INDUSTRIES

Table listing various extractive industry companies and their share prices.

HEALTH CARE

Table listing various health care companies and their share prices.

INV TRUSTS SPLIT CAPITAL

Table listing various split capital investment trusts and their share prices.

INV TRUSTS SPLIT CAPITAL - Cont.

Table listing various investment trusts with columns for Name, Price, and % Change.

LEISURE & HOTELS - Cont.

Table listing leisure and hotel companies with columns for Name, Price, and % Change.

OTHER FINANCIAL - Cont.

Table listing other financial companies with columns for Name, Price, and % Change.

PROPERTY - Cont.

Table listing property companies with columns for Name, Price, and % Change.

SUPPORT SERVICES - Cont.

Table listing support services companies with columns for Name, Price, and % Change.

AIM - Cont.

Table listing AIM companies with columns for Name, Price, and % Change.

OTHER INVESTMENT TRUSTS

Table listing other investment trusts with columns for Name, Price, and % Change.

LIFE ASSURANCE

Table listing life assurance companies with columns for Name, Price, and % Change.

PAPER, PACKAGING & PRINTING

Table listing paper, packaging, and printing companies with columns for Name, Price, and % Change.

RETAILERS, FOOD

Table listing retailers and food companies with columns for Name, Price, and % Change.

TELECOMMUNICATIONS

Table listing telecommunications companies with columns for Name, Price, and % Change.

AMERICANS

Table listing American companies with columns for Name, Price, and % Change.

INVESTMENT COMPANIES

Table listing investment companies with columns for Name, Price, and % Change.

MEDIA

Table listing media companies with columns for Name, Price, and % Change.

PHARMACEUTICALS

Table listing pharmaceutical companies with columns for Name, Price, and % Change.

RETAILERS, GENERAL

Table listing general retailers with columns for Name, Price, and % Change.

TEXTILES & APPAREL

Table listing textiles and apparel companies with columns for Name, Price, and % Change.

CANADIANS

Table listing Canadian companies with columns for Name, Price, and % Change.

LEISURE & HOTELS

Table listing leisure and hotel companies with columns for Name, Price, and % Change.

OIL EXPLORATION & PRODUCTION

Table listing oil exploration and production companies with columns for Name, Price, and % Change.

PROPERTY

Table listing property companies with columns for Name, Price, and % Change.

RETAILERS, GENERAL - Cont.

Table listing general retailers with columns for Name, Price, and % Change.

TRANSPORT

Table listing transport companies with columns for Name, Price, and % Change.

SOUTH AFRICANS

Table listing South African companies with columns for Name, Price, and % Change.

Advertisement for Rockwell, featuring the text 'As builder of the Space Shuttle and its main engines, Rockwell continues to explore the frontiers of space' and the Rockwell logo.

GUIDE TO LONDON SHARE SERVICE

Prices for the London Share Service delivered by FT Data, a member of the Financial Times Group. Prices are based on the FT-SE Actuaries Share Index. Closing bid prices are shown in bold where otherwise stated. High and low are based on the bid-ask spread over a rolling 52 week period, where applicable are shown in brackets other than stating, this is indicated after the name. Symbols referring to dividend status appear in the notes column only on a date to date and are not shown. Dividends and Dividend covers are published on Monday. Market capitalization shows is calculated separately for each of the stock listed. Companies used in calculations are based on the AIM Vantage Database. Price/earnings ratios are based on latest annual reports and accounts and, where possible, are updated on interim figures. Yields are based on mid-price, are given as percentages for a dividend of the amount of 20 per cent and are for values of financial distributions and rights. Estimated Net Asset Value (NAV) are shown for investment trusts. In cases where the NAV is not available, the percentage change in share price (P/E) is shown in the current column. The NAV is shown in the current column. Changes in price, dividends received and interest received are shown in the current column. Includes the most actively traded stocks. This includes UK stocks, US stocks, and other international stocks. Includes the most actively traded stocks. This includes UK stocks, US stocks, and other international stocks. Includes the most actively traded stocks. This includes UK stocks, US stocks, and other international stocks.

FT MANAGED FUNDS SERVICE

FT Cityline Unit Trust Prices are available over the telephone. Call the FT Cityline Help Desk on (+44 171) 678 4378 for more details.

Main table containing fund names, descriptions, and prices. Includes sections for 'OTHER OFFSHORE FUNDS' and 'OFFSHORE INSURANCES'.

MANAGED FUNDS NOTES
This table lists the unit prices of the funds as at the end of the month. The prices are in pence per unit.

LONDON STOCK EXCHANGE

MARKET REPORT

Decline in share prices gathers momentum

By Steve Thompson, UK Stock Market Editor

It was more of the same for London's stock market yesterday, with the FT-SE 100 index finally 5.3 off at 4,449.8, thanks to widespread gains across the water and electricity sectors as Scottish Power launched an increased offer for Southern Water.

ketmaker, although he said the market may well stabilise after the action takes place in mid-morning. The second line stocks mostly fared better than the leaders, with the FT-SE Mid 250 finally 5.3 off at 4,449.8, thanks to widespread gains across the water and electricity sectors as Scottish Power launched an increased offer for Southern Water.

Thames the likeliest new target. The rest shares were additionally buoyed by recent talk that a couple of US utilities, Florida Light and Power and Southern Co. were circling the UK electricity group. "This time last year it was open season on the recs. This year it is very likely to be open season on the water stocks," an analyst said.

cent on the month and 10 per cent on the year. Coming in the wake of German M3 money supply figures which caused ripples of disappointment and which took the shine off bonds, gilts eased back, but stabilised just before the close to end the day a few ticks down.

afternoon in pretty good shape, after a series of economic data. But not even an early 10-point rise by the Dow Jones Industrial Average brought any relief to a jaded London market.

Big block trade in Schroders

A big agency cross in Schroders at a substantial premium to the ruling market price produced a buzz of excitement in the financial sector of the market.

Some dealers, pointing to the shrinking of the UK merchant banking scene in recent years, put forward ideas about a potential bidder emerging for Schroders, while others speculated on the merchant bank's ambitious plans to expand its role in the UK and European securities industry.

A block of 750,000 shares changed hands, via the agency cross, at 1350p a share, compared with the then ruling share price of 1320p. The trades boosted turnover in Schroders to 1.6m shares, the third-highest daily total for three years.

by announcing it was pulling out of the race. Shares in the group moved steadily ahead following the announcement that it had pulled out of the bid and speculation that it would soon announce a share buyback.

A further rise was checked by a counter-rumour that Southern Electric may after all be on the look out for another bid target. And another story suggested that Southern could be target of a bid itself.

Shares in the predator tumbled to a low of 901p on news of the improved offer, but started a mid-morning recovery on a combination of bargain hunting and talk that Southern Electric would soon announce an improved offer for Southern Water.

Schroders ordinary shares closed 10 higher at 1330p and the non-voters 5 up at 1020p.

13 at 656p. Wessex Water, where the shares advanced 7 to 345p, and Yorkshire Water, 9 better at 699p.

The first substantial research document on the Royal Insurance/Sun Alliance merger produced better falls in both stocks yesterday.

The insurance team at UBS published the note, recommending clients to sell both stocks, which fell 8 apiece, with Royals closing at 407p and Sun Alliance at 380p.

There were no obvious pressure points in the FT-SE 100 index after the shares jumped 26 to 1013p. The battle helped boost several other water issues. They included South West Water, up 10 to 1020p.

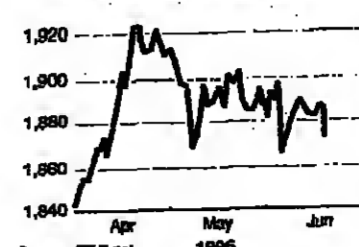
for profits upgrades later this year. The US aircraft giant plans to double output of its 737 commercial jetliner by 1996.

Analysis has returned from their visit to Siebe's US Foxboro plant, which said the group's recent disposal had given Cadbury greater "financial flexibility".

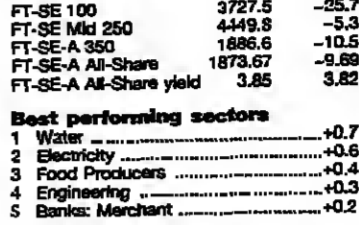
Transport leader P&O steamed ahead smoothly following an upbeat trading statement from US cruise specialist Carnival. Cruising is likely to account for around 25 per cent of P&O's operating profits this year, and the US group reports very strong summer bookings.

There were no obvious pressure points in the FT-SE 100 index after the shares jumped 26 to 1013p. The battle helped boost several other water issues. They included South West Water, up 10 to 1020p.

FT-SE-A All-Share Index



Equity shares traded



Indices and ratios

Table with 2 columns: Index Name and Value. Includes FT-SE 100 (4449.8), FT-SE Mid 250 (4449.8), FT-SE-A All-Share (1873.67), and FT-SE-A All-Share Yield (3.85).

Best performing sectors

Table with 2 columns: Sector and Change. Includes Water (+0.7), Electricity (+0.4), and Engineering (+0.3).

Worst performing sectors

Table with 2 columns: Sector and Change. Includes Telecommunications (-1.6), Gas Distribution (-1.3), and Banks: Retail (-1.2).

FUTURES AND OPTIONS

Table with 2 columns: Instrument and Price. Includes FT-SE 100 INDEX FUTURES (Liffe) and FT-SE 100 INDEX OPTIONS (Liffe).

MARKET REPORTERS

Joe Kibson, Jeffrey Brown, Steve Thompson, Herjind Kular.

LONDON RECENT ISSUES: EQUITIES

Table with 4 columns: Issue Name, Price, and Change. Lists various companies like Bocompetibles W, Bocompetibles, and Bocompetibles.

FT GOLD MINES INDEX

Table with 4 columns: Index Name, Price, and Change. Lists gold mines indices for various regions like Africa, Australia, and North America.

FT-SE Actuaries Share Indices

Table with 4 columns: Index Name, Price, and Change. Lists various actuarial share indices like FT-SE 100, FT-SE Mid 250, etc.

Hourly movements

Table with 4 columns: Index Name, Price, and Change. Shows hourly price movements for FT-SE 100, FT-SE Mid 250, and FT-SE-A 350.

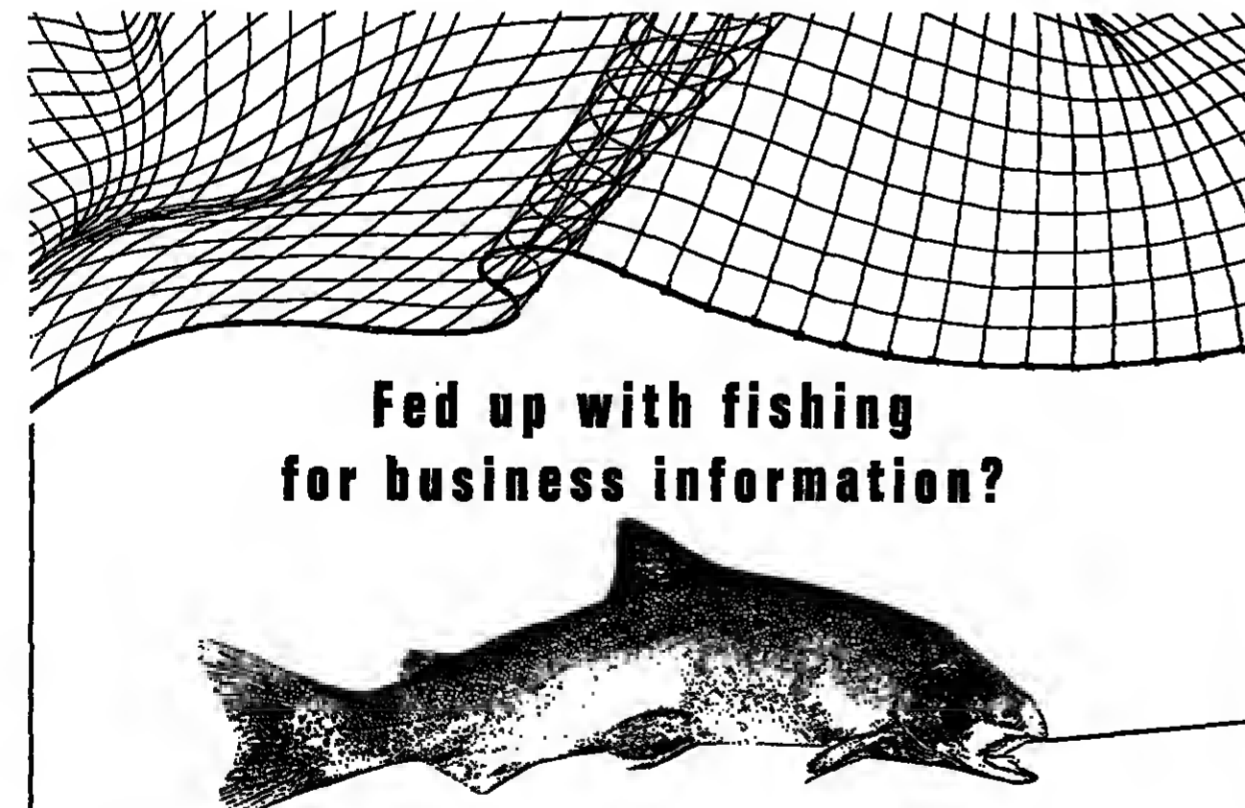
FT-SE Actuaries 350 Industry baskets

Table with 4 columns: Industry Name, Price, and Change. Lists industry baskets like Pharma, Banks, and Retail.

TRADING VOLUME

Major Stocks Yesterday

Table with 4 columns: Stock Name, Price, and Change. Lists major stocks like Astra Group, Astra Group, and Astra Group.



Fed up with fishing for business information?

Do you waste time searching for the right information? There is a solution - FT Discovery. For company information, business news, real time news and much more. It couldn't be easier. Simple to use.

Registration form for FT Discovery with fields for Name, Company, Position, Address, and Postcode.

Phone FT Discovery information line on +44 (0) 171 825 8000 or email: ftdiscovery@ft.com or post to FT Discovery, Financial Times Information, Fitzroy House, 18-17 Epworth Street, London, EC2A 4DL.

WORLD STOCK MARKETS

EUROPE

Table of stock market data for Europe, including Austria (Jun 20 / Sch), Belgium (Jun 20 / Fra), Czech Rep (Jun 20 / Korun), Denmark (Jun 20 / Kr), Finland (Jun 20 / Mark), France (Jun 20 / Fra), Germany (Jun 20 / Dm), Greece (Jun 20 / Drachma), Ireland (Jun 20 / Pst), Italy (Jun 20 / Lire), Luxembourg (Jun 20 / Franc), Netherlands (Jun 20 / Gld), Portugal (Jun 20 / Escudo), Spain (Jun 20 / Ptas), Sweden (Jun 20 / Krona), Switzerland (Jun 20 / Frs), Turkey (Jun 20 / TL Lira), and the UK (Jun 20 / Pst).

ASIA

Table of stock market data for Asia, including Hong Kong (Jun 19 / HK\$), Indonesia (Jun 20 / Rupiah), Malaysia (Jun 20 / MYR), New Zealand (Jun 20 / NZ\$), Singapore (Jun 20 / S\$), South Africa (Jun 20 / Rand), and Taiwan (Jun 19 / TW\$).

AMERICA

Table of stock market data for America, including Canada (Jun 20 / Cdn\$), Mexico (Jun 20 / Mex\$), and the US (Jun 20 / \$).

AFRICA

Table of stock market data for Africa, including South Africa (Jun 20 / Rand).

INDEXES

Table of various stock market indices including the FTSE 100, Nikkei 225, DAX, and others.

Asia - Buy, Sell or Hold?

Advertisement for Peregrine, featuring an eagle and the text: 'Speak to Peregrine, the leader in Asian equities, derivatives, country funds, fixed income securities and GDR's. PEREGRINE Asian focus, global distribution.'

US INDICES

Table of US stock market indices including Dow Jones, S&P 500, and various sector indices.

US RATIOS

Table of US financial ratios such as P/E, Dividend Yield, and others.

US TRADING ACTIVITY

Table of US trading activity including volume and value for various sectors.

INDICES

Table of various international stock market indices.

US INDICES

Table of US stock market indices including Dow Jones, S&P 500, and various sector indices.

US RATIOS

Table of US financial ratios such as P/E, Dividend Yield, and others.

US TRADING ACTIVITY

Table of US trading activity including volume and value for various sectors.

US TRADING ACTIVITY

Table of US trading activity including volume and value for various sectors.

INDICES

Table of various international stock market indices.

US INDICES

Table of US stock market indices including Dow Jones, S&P 500, and various sector indices.

US RATIOS

Table of US financial ratios such as P/E, Dividend Yield, and others.

US TRADING ACTIVITY

Table of US trading activity including volume and value for various sectors.

US TRADING ACTIVITY

Table of US trading activity including volume and value for various sectors.

Footnote and disclaimer text: 'The FTSE 100 index is based on the FTSE 100 index... The Nikkei 225 index is based on the Nikkei 225 index...'

4 pm close June 20

NEW YORK STOCK EXCHANGE PRICES

Main table of stock prices with columns for stock symbols, prices, and changes. Includes sub-sections for 'Market Dynamics' and 'Market Summary'.

Market Dynamics
If the business decisions are yours, the computer system should be ours.
http://www.hp.com/go/computing
HEWLETT-PACKARD

HP logo

NYSE PRICES

Table of NYSE stock prices including columns for stock name, price, change, and volume. Includes sub-sections for 'Continued from previous page', '-V-', '-W-', '-T-', '-U-', and '-Z-'.

NASDAQ NATIONAL MARKET

Table of NASDAQ National Market stock prices including columns for stock name, price, change, and volume. Includes sub-sections for '-I-', '-J-', '-K-', '-L-', '-M-', '-N-', '-O-', '-P-', '-Q-', '-R-', '-S-', '-T-', '-U-', '-V-', '-W-', '-X-', '-Y-', and '-Z-'.

AMEX PRICES

Table of AMEX stock prices including columns for stock name, price, change, and volume. Includes sub-sections for '-A-', '-B-', '-C-', '-D-', '-E-', '-F-', '-G-', '-H-', '-I-', '-J-', '-K-', '-L-', '-M-', '-N-', '-O-', '-P-', '-Q-', '-R-', '-S-', '-T-', '-U-', '-V-', '-W-', '-X-', '-Y-', and '-Z-'.

Advertisement for The Netherlands newspaper. Text: 'Have your FT hand delivered in The Netherlands. Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day. Hand delivery services are available for subscribers in all major cities throughout The Netherlands. Please call (020) 623 94 30 for more information. Financial Times. World Business Newspaper.'

Advertisement for The Netherlands newspaper. Text: 'Have your FT hand delivered in The Netherlands. Gain the edge over your competitors by having the Financial Times delivered to your home or office every working day. Hand delivery services are available for subscribers in all major cities throughout The Netherlands. Please call (020) 623 94 30 for more information. Financial Times. World Business Newspaper.'

AMERICA

Dow hurt by weak tech stocks, bonds

Wall Street

Tumbling technology stocks and weakness in the bond market sent shares lower across the equity market in mid-session trading, writes Lisa Brannen in New York.

In early afternoon trading, the Nasdaq composite, which consists of about 40 per cent technology issues, was off 25.36 or 2.2 per cent at 1,153.91.

Since the Nasdaq set a record high of 1,249.15 on June 5, the index had fallen more than 95 points, or 7.6 per cent. The Pacific Stock Exchange technology index shed 2.3 per cent yesterday.

Among the biggest losers in percentage terms were America Online, off 3.7, or 8 per cent at \$37, Dell Computer, NYSE volume

Shares in Tenneco fell 3/4 or 2 per cent to \$53.00 on news that the company had agreed to sell its energy division to El Paso Natural Gas. El Paso moved ahead 4 3/4 or 8 per cent to \$37 1/8 on the news.

Canada

Toronto was flat at mid-session, having extended its three-day recovery into a fourth session in moderate early trade. The TSE 300 composite index was just 0.06 ahead by noon at 5,072.80 in volume of 40.2m shares.

Analysts noted that many investors were holding back, awaiting a raft of second quarter earnings reports. They added that Canada's April retail sales were flat at C\$1.78bn while early indications for May pointed to a rise.

Among actively traded issues, Transwest Energy picked up 2 cents to C\$1.05.

Mexico turns back

Mexico City gave up an early advance by mid-session and the IPC index of 37 leading stocks was down 16.86 at 3,193.97 in midday trade.

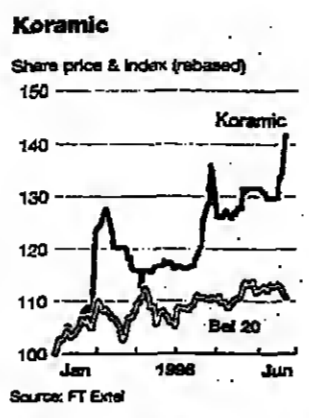
Analysts noted that trading volumes were light, adding that foreign investors appeared to be waiting for forthcoming second-quarter results before committing themselves.

The weakness coincided with Bear Sterns saying that Mexico's monetary policy was working well and was no longer the Achilles heel in the country's return to economic

EUROPE

German M3 growth rate hits bonds, and bourses

Germany's higher than expected M3 growth rate in May hit bond markets, and equities. Among senior bourses, PARIS took the worst beating with the CAC-40 index down 23.82 at 2,077.08 in heavy turnover of FF7.83bn.



The day's big losers covered a wide range, from financials such as Axa, off FF75.90 at FF278.60, through a conglomerate, Suez, down FF6.50 at FF197.90, to consumer stocks, where LVMH dropped FF4 to FF121.20 and Promodes, the most fancied retailer, by FF72 to FF11.22.

A couple of financials beat the trend, Bancaire climbing FF6 to FF57.90 and Credit Local, which lends to local authorities, by FF11.50 to FF47.26. Even on a bad day, said one broker, some stocks still looked cheap.

BRUSSELS was driven lower by a final wave of 1995 dividend payments and a negative reaction to the disappointing German M3 data.

Against the trend, the newly reformed Koramic, formerly Terca Brick Industries, added to Wednesday's 2.2 per cent rise with another of BF60 at a record BF190.

Koramic said on Tuesday that it planned to raise BF5bn to fund expansion by issuing 1.7m new shares and 950,000 convertible bonds.

Elsewhere, Kaufhof and Asko fell DM10 to DM562 and DM25 to DM1,150 in a reaction to Wednesday's much bigger gains. Mr Harry Christophoulos at BZW in Frankfurt said that institutions, many of them in

planned link with the Austrian building products group Wienerberger Baustoffindustrie, into what would be the world's largest bricks group.

FRANKFURT held its ground for most of the day before tipping lower in the last hour, the Dax index closing 13.82 off at an all-time high of 2,532.22 after the weakness in bonds filtered down into the equity market.

Turnover fell from DM10.7bn to DM9.4bn.

MAN, the truckmaker and engineer also known for its printing machinery, was the prime victim of the day among Dax 30 constituents, falling DM12.90, or 3.4 per cent, to DM265.60.

Mr Graham Phillips of James Capel downgraded the stock in March when it was priced at DM415, and said then that the share price floor could be between DM270 and DM280.

Yesterday, he said that there could, perhaps, be some further downside, since there had been more negative news on trucks, where MAN's market share had been falling, and it appeared that printing machinery orders had peaked out.

Elsewhere, Kaufhof and Asko fell DM10 to DM562 and DM25 to DM1,150 in a reaction to Wednesday's much bigger gains. Mr Harry Christophoulos at BZW in Frankfurt said that institutions, many of them in

FT-SE Actuaries Share indices

Table with columns: Date, Monthly change, FT-SE Actuaries 100, FT-SE Actuaries 200, FT-SE Actuaries 300.

THE EUROPEAN SERIES

Table with columns: Date, Monthly change, FT-SE Europe 100, FT-SE Europe 200, FT-SE Europe 300.

Barings advising a temporary switch from high-growth stocks and financials into cyclical.

In banks, ABN Amro receded FI 1.50 to FI 88.10, and ING by 70 cents to FI 50.50; insurers saw Agon and Fortis Amev down FI 1.30 and FI 1.10 at FI 78.10 and FI 48.10 respectively.

In industrials, the shipbuilding and engineering group IHC Caland dropped FI 3 to FI 79.50 on its plan to raise some FI 170m, or \$100m, through a share issue adding some 8.5 per cent to its equity base.

MILAN regained some ground lost in early trade to finish marginally higher, although some positive data on inflation, released late on Wednesday, was tempered by concern over the mini-budget which, employers and banks warned, could have an impact on borrowing costs.

The Comit index fell 2.12 to 889.54, while the real-time Mibtel index was 24 higher by the close at 10,853.

Banks were mostly lower on plans for a single withholding tax rate of 37 per cent on all bank deposits and certificates, regardless of maturity. BCI fell L/4 to L3.196, Credito Italiano lost L/80 to L1.850 and Ambroveneto gave up L/50 to L7.664.

VIENNA's broad market fell for the standard reasons, the ATX index losing 9.69 at 1,101.36. But the leading faller, the chipmaker AMS, dropped SCh-35 or 3.3 per cent to SCh 3.0 for its own reasons, renewed concern about a US patent suit.

And VA Technologie, in the midst of an industrial espionage row with Kværner, of Norway, slid Sch19 to Sch1304, down Sch150 in less than two months.

MOSCOW, once again, provided a range of index responses after President Yeltsin sacked three top hawkhounds from the Kremlin. The most enthusiastic of them was the Moscow Times; runner-up on the way up, on Tuesday, and on Wednesday, when it fell 6.35 per cent, the MTMS index rose 14.86 or 5.8 per cent this time, to 271.53.

Wrote and edited by William Cochrane and Michael Morgan

ASIA PACIFIC

Nikkei rebound on Bank of Japan interest rate denial

Tokyo

Interest rate worries depressed share prices for much of the day, but the Nikkei average closed marginally higher after the Bank of Japan denied that it was considering a tightening of its monetary policy, writes Emily Topley in Tokyo.

Active buying of blue chips left the 225 index up 89.94 at the day's high of 22,437.00. It had seen a low of 22,133.34 on the earlier interest rate speculation; on rumours of a possible coup in Russia; on the yen's appreciation against the dollar; and on a decline in government bonds.

Traders noted active selling by Salomon Brothers, but bargain hunting by foreign and domestic institutions pushed the Nikkei back into positive territory.

Volume totalled 429.7m shares, against 307.6m. The Topix index of all first section stocks rose 1.90 to 1,700.53 and the Nikkei 300 by 0.89 to 3,157.1.

Declines led advances by 542 to 501, with 179 issues unchanged. In London the ISE/Nikkei 50 index shed 1.40 to 1,504.54.

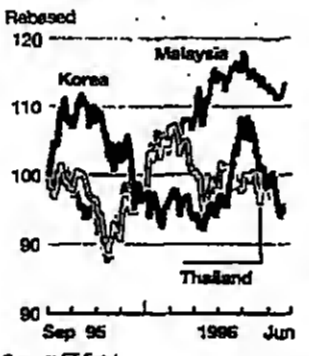
Leading companies were bought in each industrial sector. Kirin Brewery rose Y30 to Y1,380, Sekisui House by Y30 to Y1,300 and Bridgestone, the tyre maker, by Y40 to Y2,030.

Takeda Chemical, a leading drug maker, rose Y30 to Y1,930 on a steady flow of buying orders from foreign investors who were encouraged by the company's firm profits in spite of the government's clampdown on official drug prices.

Overseas demand pushed up car makers. Honda Motor rose Y10 to Y2,590 and Suzuki Motor gained Y30 at Y1,470. Steels were higher, but shipbuilders lost ground, with Mitsubishi Heavy Industries down Y6 at Y934.

Sumitomo Corporation, the trading company, shed Y10 to Y1,000 on reports that it would post losses for the current year to March, following the massive unauthorised copper trades by its former head of non-ferrous metals trading.

Asian indices



Toshiba declined Y8 to Y757 on pessimism over semiconductor demand. Other high-technology stocks were mixed. Hitachi put on Y30 at Y1,040 and Fujitsu Y13 at Y994.

In Osaka, the OSE average rose 11.12 to 23,526.08 in volume of 37.8m shares.

Roundup

The Australian market leader BHP remained ground level as profits downgrades and copper price volatility, and lifted sentiment in general. SYDNEY's All Ordinaries index closing 15.30 ahead at 2,248.50.

BHP, which had been depressed by the Sumitomo copper situation, and by warnings over margins in its steel division, accounted for almost a quarter of the market's AS1bn turnover as it registered its first rise this week, ending 17 cents firmer at A\$15.93.

CRA and WMO responded to the firmer copper price, rising 13 cents to A\$19.93 and 11 cents to A\$9.27 respectively.

KUALA LUMPUR was led higher by a sharp rise in United Engineers - which operates the north-south expressway - on talk that a proposed rise in tolls had been approved.

Engineers closed M\$1.40 stronger at its high for the year of M\$18.50 in volume of 7.5m shares.

The toll rumours sparked buying in other blue chips. Proton jumped M\$1.90 to

M\$14.70 on rumours of better than expected results for the year to March 31.

The composite index closed 12.06 higher at 1,142.33. Tjong Nam Transport again topped the active list, rising M\$1.05 to M\$10.00 on continued takeover speculation.

SEQUL was weak on uncertainty over future market direction, but carmakers rebounded after being hit hard by strikes which have crippled large parts of the motor industry. The composite index lost 7.84 to 861.72 in weak volume of just 21.4m shares.

Hyundai Motor rose Won200 to Won30,600 in spite of worries that all production lines were likely to stop later in the day. Kia Motors added Won100 at Won14,800 as the company

said that its operation might be back to normal on Friday.

Mando Machinery, the main components supplier of Hyundai Motor, went limit up to Won47,100, gaining Won2,600.

Among companies that announced rights or bonus issues, Jurwon Department Store fell Won400 to Won3,300, Daejeon Securities Won120 to Won3,300 and Hansol Telecom Won2,500 to Won5,000.

In the opposite direction, Hailat Electronics jumped Won600 to Won18,400 on news of a \$1.8bn US order.

Brokers said some selective buying of small-cap shares - in environmental industries, merger and acquisition targets and pharmaceuticals - resulted in a total of 77 stocks going the day's limit up.

BANGKOK ended sharply down in thin trade as investors continued to offload shares on worries about macroeconomic fundamentals and the stability of the coalition government.

The SET index fell 12.06 to 1,241.45, with an absence of foreign buying, due mainly to the holiday in Hong Kong, contributing to the downward mood.

Bangkok Bank lost Bt2 to Bt234 in active trade, while Lam Soon, the palm oil refiner, made its debut at Bt35, the same as its IPO price.

DRAKA gained 3.3 per cent on the peaceful holding of elections in Bangladesh last week, and on the prospect of a stable government. The DSE all-share index climbed 30.16 to 869.94 in turnover of Kt65.9m, having risen from 869.88 on June 1.

Some brokers worried about weak economic fundamentals in the country, but others hoped that political stability would give the economy the boost it needed.

SHANGHAI's hard currency shares were easier in cautious trade, with investors waiting for clear direction from Shenzhen's B share market and stimulative measures from the Shanghai authorities.

BOMBAY featured State Bank of India, up Rs6.50 at Rs304 in record volume of 29.3m shares ahead of the bank's annual results which were being announced later in the day. The BSE-30 composite index rose 15.16 to 3,985.20.

Hong Kong, Taipei and the Shenzhen B share market were closed.

Bullion price hits S Africa

Weakness in the bullion price and the emergence of foreign selling sent Johannesburg lower.

The overall index finished 24.5 down at 6,839.0, industrials lost 37.6 at 8,106 and golds gave up 23.4 to 1,803.2.

Against the trend, De Beers appreciated a further R1.75 to R142.75, taking its gain over the last two sessions to R5.50 after Wednesday's announcement of higher than expected first-half diamond sales by

growth following the peso crash. It said that Mexico was using tight monetary policy to keep the peso strong and to ensure lower interest rates.

Nadro L shares were among the winners, up 4.6 per cent to 23 pesos, while airline stocks were among the losers.

SAO PAULO edged lower at mid-session, although analysts said investors appeared content to overlook political setbacks, like the government's loss of another congressional vote on reforms. The Bovespa index shed 181.94 to 57,969.

De Beers' Central Selling Organisation.

Liberty Holdings, the insurance and investment conglomerate, also hucked the weaker trend, advancing R7 to R362.

Among the gold mining issues, Val Reef, where the death toll rose three after an accident on Tuesday, fell R5.50 to R382.50.

Standard Bank was one of the few issues to escape a slide among financials, moving ahead R1.50 to R176.00.

FT/S&P ACTUARIES WORLD INDICES

Table with columns: NATIONAL AND REGIONAL MARKETS, US Dollar Index, FT-SE Actuaries 100, FT-SE Actuaries 200, FT-SE Actuaries 300, EUROPE, ASIA PACIFIC, AMERICA, and DOLLAR INDEX.

The FT/S&P Actuaries World Indices are owned by FT-SE International Limited, Goldman, Sachs & Co. and Standard & Poor's. The indices are compiled by FT-SE International and Goldman Sachs in conjunction with the Faculty of Actuaries and the Institute of Actuaries, NewWest Securities Ltd. was a co-founder of the indices.

Advertisement for COMI future. Trading starts on June 21, 1996. Following the successful introduction of the CONF future, SOFFEX launches an interest-rate future contract on mid-term bonds issued by the Swiss Confederation.

RECRUITMENT

JOB: How the concept of elitism can be used in fast-track careers

Promoting the stateless executive

Most societies have their military elites. Historically they have consisted of men who have been bred and trained to fight from childhood, who have been ready and willing to lay down their lives in service to an individual or cause, and who are therefore well positioned to reap the rewards of success in battle.

In different times and theatres, they were the Praetorian Guard, the Saxon housecarls or the Japanese Samurai. They were the knights who followed William the Conqueror and succeeded to the lands and titles of England and Wales. In some of these societies their ancestors are still powerful.

Traditionally business has been reluctant to promote elitism because it tends to set people apart and cause resentment among colleagues. The concept of the fast track, however, in which a few able young people are groomed for top jobs in accelerated promotion ladders, is well developed among some employers.

Research in the civil service has shown that those fast-track candidates who tend to perform most ably before their selection panels are usually consistently good performers throughout their careers. Another argument, though, suggests people develop at different rates and stages. Changing demands of the job may also favour different types of individuals who

have been rejected previously. One business remaining faithful to a system of elitism that sets apart a small cadre of executives is Hong Kong and Shanghai Bank Peter Kirk, head of group compensation, gave delegates at the Price Waterhouse Europe International Assignment Services conference in Rome last week a rare glimpse of the support arrangements for the cadre who all carry the title, international officer.

The 370 international officers at HSBC are treated as very special animals indeed. Typically, they are recruited at the age of 23, using a rigorous selection procedure, and finish their careers at the age of 53. In the 30 intervening years they may be expected to carry out a series of unusual assignments in difficult locations.

They will act as "firemen" (some 97 per cent of them are men), moving quickly to fill a key role, whether it involves opening a branch in Azerbaijan or acting as a stopgap when a top executive falls ill. They usually head up country operations or supervise branch openings or projects in new areas.

They are not typical bank expatriates and their packages reflect this. Since they must move anywhere without notice, and because they move many times, they tend to be treated as "stateless executives". British international officers are even treated as expatriates when working in their home country.

The bank is not prepared to entertain some of the newer developments in expatriate arrangements such as accommodating the careers of officers' partners. The officers' packages include just about every benefit in the book. Housing, schools, medical insurance and club subscriptions are all taken care of. In developing countries their pay is deposited offshore and is always expressed as a net figure. Taxes are paid by the employer, pensions are given in a lump sum at the end of their career.

The package's generosity and the special status seem to pay off in retention rates. Turnover in officers is 2 per cent a year. Once an individual is recruited, he or she rarely drops out. Not surprisingly the majority of the bank's executive directors are former international

officers and the bank chairman has been consistently selected from their ranks. The international officers, therefore, tend to have the ears of senior management, says Kirk. "They are an elite population," he says. "They do seem a bit of a club. Elitism does not sit comfortably with many organisations but it works."

Each year the bank has applications from about 2,500 graduates for between 15 and 20 vacancies. The job tends to be highly structured with about 15 grades. Courses, business training and feedback sessions are held regularly and executives are put through assessment centres three times in their careers.

Kirk says the system is not perfect and might benefit from some changes, such as a reduction in grades. But the officer cadre has a powerful voice - and in spite of the requirement for adaptability, has proved highly resistant to such change.

While the arrangements clearly suit the elite themselves, there must be a question over the way they are perceived by the rest of the

bank's employees. I wonder how it is viewed in the single-storey sheds that house First Direct, the telephone banking business set up by Midland Bank, the HSBC subsidiary. Dispensing with offices and status symbols, First Direct has pioneered a management style that might be viewed as an antidote to elitism. That may demonstrate what a broad church the HSBC has become. Alternatively the differences in cultures between HSBC and Midland may be storing up personnel problems for the future.

The HSBC international officers are beginning to move into Midland. There, the system is still viewed with suspicion by some staff. One employee described the career of an international officer like this: "Effectively you are signing your life away. They seem to be looking for a certain type of person, not necessarily the leaders and innovators, but people who will toe the party line and preserve the HSBC way of doing things. It's like being in the army."

The comment does not seem entirely fair but it does suggest that the bank may need to review its

system so that it meets the increasingly competitive demands of international banking. The retirement age may be something the bank should look at revising upwards, although Kirk points out that the early retirement is an attractive feature of the package.

HSBC's multifaceted expatriate package is becoming rarer among many employers. Deutsche Morgan Grenfell, for example, is moving away from that model. It has needed to go out into the market for talent, taking some of the best teams and individuals from competitors.

After a hectic and acquisitive recruiting spree which has seen DMG take teams and individuals from many of its competitors, Harald Stoehr, personnel director, says one of the biggest challenges was merging different cultures.

His tactic for international assignments has been to reduce the expatriate package rather than enhance it. The cost-of-living allowance has been removed, the mobility premium reduced and the housing allowance now requires a 20 per cent contribution from the individ-

ual. "We do not distinguish between working in Germany and working in Western European countries," Stoehr says.

One problem is harmonising packages for expatriates from different home bases. For instance, the salary packages of British, US and German staff in Singapore vary widely. The US individuals tend to earn the highest amounts and the Germans the lowest. This is because expatriate packages are geared to salaries in home countries.

While their approaches are quite different, both banks face increasing problems handling the tax and social security arrangements of staff who are constantly on the move. "Some of the key players are international by nature and you can't define what their home arrangements are," says Stoehr.

This might suggest it is time for some international tax convention fixing a global rate and apportionment for individuals with no national home base. Dick Barrell, a senior manager with PWE's International Assignment Services, says: "This is a fairly recent development but the pressure is building for some sort of action because more and more companies are moving away from traditional assignments towards job packages which must have mobility built into them."

Richard Donkin

BANKING FINANCE & GENERAL APPOINTMENTS

High Potential Financial Managers

Market-leading US Multinational

£40-50,000

Major European Cities

Exceptional opportunities for top-level finance professionals to play key role in world-wide development of leading group

THE COMPANY

- ◆ \$60b turnover.
- ◆ 220,000 employees.
- ◆ Market leader, operating world-wide across a range of sectors.

THE POSITION

- ◆ Part of major projects team within International Financial Management Department.
- ◆ Conduct surveys and analysis on group companies. Recommend effective action plans.
- ◆ Develop for some of you greater operational responsibility as

specialist or generalist within a subsidiary or country.

- ◆ Advise Group Financial Managers with focus on results.
- ◆ Contribute to analysis of potential mergers and acquisitions, and follow through.

QUALIFICATIONS

- ◆ Bright graduate with successful track record in finance function of international company, possibly from audit firm.
- ◆ Fluency in English and further language.
- ◆ Fully prepared to relocate and travel.
- ◆ Desire for long-term involvement in international environment.

Please send full cv, stating salary, ref FT/60605 to NBS, 7 Shaftesbury Court, Chalvey Park, Slough SL1 2 ER.



NBS SELECTION LTD
A NBS Resources plc company



Paris • London • Aberdeen • Birmingham
Bristol • City Edinburgh • Glasgow • Leeds
Manchester • Slough • Madrid

Structured Derivatives & Options
Treasury & Derivatives Division

London

Competitive salary + benefits

An excellent opportunity now exists for a self motivated executive to join our sales operation, based in the dealing room.

As part of a small team you will have responsibility for marketing and selling structured products to our European client base including banks, financial institutions and major corporates.

The successful candidate will ideally be a graduate with a minimum of 2 years' experience selling financial products to banks and institutions. Fluency in a European language, particularly Italian or German, would be an advantage.

You should also be a persuasive communicator, who is able to think laterally, with good numerical and analytical skills.

An attractive salary and benefits package is available, commensurate with experience and qualifications.

Please write, enclosing a detailed CV and indicating your current remuneration package, to:
Mrs Amanda Stevenson,
Personnel & Training Manager,
Treasury & Derivatives Division,
Hambros Bank Limited,
London EC3N 4HA, England.



HAMBROS BANK



THE BEST OF BOTH WORLDS

Combine the scale and achievements of the Sun Life group, with the dynamic independence of Sun Life Investment Management, and you have the best of both worlds; major backing and heavyweight credibility, plus the chance to excel in a dynamic environment where the target is to double market share by 1997.

You will enhance the performance of the central dealing function, providing best execution and market information for the fund management team. Implementing fund specific strategies and managing business targets, you must establish and maintain a productive flow between front and back offices, helping to ensure that dealing is cost effective, compliant and responsive to changing business needs.

With at least 3 years equity experience, you are proactive and computer literate, with a good working knowledge of dealing practices and best execution. Ideally IMC qualified, you are effective in a team and can support fund management by improving deal execution and modifying systems. With a good understanding of screen based dealing, you have good market contacts.

As you would expect from Sun Life, your salary, bonus and benefits rise above the norm, and you will enjoy quality training and the brightest prospects.

To apply, please send a detailed CV including current salary to Harriet Culling, Personnel Officer, Sun Life Investment Management Ltd, 107 Cheapside, London, EC2V 6DU.



SUN LIFE

CARING ABOUT YOUR FUTURE

EMERGING MARKETS



SEARCH & SELECTION

EMERGING MARKETS EQUITY SALES

Our client, a global investment bank with a leading presence in Emerging Markets wishes to add an experienced equity sales person to focus on the stock markets of Turkey, Greece, Portugal, Israel and the rest of North Africa and the Middle East. Supported by a top-rated research product, highly professional and technical settlement support and a network of local offices, this individual will be responsible for the further development of an existing emerging market client base in Europe and the UK.

Candidates will ideally have experience of selling Mediterranean & Middle Eastern product into an international client base but equity salespeople with a track record of consistent revenue production wishing to broaden their geographical coverage will also be considered.

Of prime importance is the ability to demonstrate the following:

- 2-4 years experience in equity sales, either within the Developed or Emerging Markets
- Strong client relationships based on value-added and creative market comment
- A pro-active, revenue-focused approach to sales combined with commitment to the delivery of quality service
- Relevant language skills

In the first instance, please send your CV in complete confidence to: Adrian de Vere Green, Emerging Markets Search & Selection Ltd, 12 Masons Avenue, London EC2V 5BJ
Telephone: 0171 600 4744 Fax: 0171 600 4717 Email: advg@emss.co.uk

European Equity Sales

An opportunity to join a fast-growing team in one of the world's leading investment banks

J.P. Morgan has a reputation second to none. Long established as one of the world's leading investment banks, we excel in all areas of our business - and are increasingly influential in the equities market.

Based in London, our European Sales Desk delivers the bank's full range of equity services to institutional investors both in the UK and across the Continent. This fast-expanding team currently requires ambitious and academically accomplished individuals for junior roles in two specific areas, which will require specialist training and present the opportunity for rapid career development.

EUROPEAN EQUITY SALES

As a junior Cash Equity Salesperson, you will receive extensive exposure to the bank's European Sales, Trading and Research groups. Combined with your background and knowledge of the equities market, on the job training should provide you with the level of expertise required to take direct responsibility for client relationships shortly after joining the bank.

In addition to a minimum 2:1 degree, you must have at least one year's relevant experience - probably in market or company analysis and ideally in the equities field.

JPMorgan

Energy and initiative combined with strong communication and analytical skills are essential.

SALES ANALYST

An ideal first appointment in investment banking, the role of Sales Analyst will expose you to all aspects of cash equities sales, sales trading and research. The work involves gathering, processing and disseminating company and market information to a global equities team as well as working as an integral part of the team to help increase efficiency and improve communication.

Again, you will need at least a 2:1 degree - probably in Economics, Statistics or a similar analysis-based discipline. Good report writing and data presentation skills and a high level of computer literacy are crucial, together with the ability to work calmly in a hectic environment.

In both cases, the demanding nature of the work is reflected in the substantial salary and banking-sector benefits we offer.

If you believe you have the technical and intellectual capability to fill one of these challenging roles, write and tell us why, enclosing your cv and quoting ref:451, to Alastair Lyon, Response Handling Service, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

© 1996 J.P. Morgan & Co. Incorporated. J.P. Morgan Securities Inc. Member SIPC and SIF. J.P. Morgan is the marketing name for J.P. Morgan & Co. Incorporated and its subsidiaries worldwide, including Morgan Guaranty Trust Company of New York and J.P. Morgan Securities Inc.

TAKE PRECISE AIM

BY PLACING YOUR RECRUITMENT ADVERTISEMENT IN THE FINANCIAL TIMES YOU ARE REACHING THE WORLD'S BUSINESS COMMUNITY.



TARGET THE BEST

For information on advertising in this section please call:

Robert Hunt on +44 0171 873 4095 or Andrew Skarzynski on +44 0171 873 4064

Property Finance

OTE £100,000+ London

Excellent opportunity for talented property lender to lead expanding London-based team in established property boutique. Clear strategy for growth and diversification.

THE POSITION

- ◆ Market property finance transactions to investment/lending community and borrowers.
- ◆ Responsible for handling every aspect of transactions; marketing, pricing, negotiation, syndication and execution.
- ◆ Build relationships at senior levels with banks providing property loans and with property companies.

QUALIFICATIONS

- ◆ Highly-motivated, entrepreneurial and ambitious property lender.
- ◆ Minimum 5 years' relevant experience with top property team. Syndications, structured and/or mezzanine finance experience advantageous.
- ◆ First-class communicator with demonstrable track record in marketing property loans.

Please send full cv, stating salary, ref FS60603, to NBS, 10 Arthur Street, London EC4R 9AY



City 0171 623 1520 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

Derivatives Broker - European Clients

Excellent Remuneration

To specialise in cross currency basis swaps. Based in the City of London serving European-wide client base. Must be French speaker.

For an immediate interview please contact Nigel Haworth, Tel: 0171 236 2400 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Fax: 0171 236 0316.

SHEFFIELD-HAWORTH

Consultants in Search and Selection

REGULATORY REPORTING OFFICER

CHESTER
SALARY £38,000 PLUS BONUS, RELOCATION AND EXCELLENT BENEFITS PACKAGE

AS THE 2ND LARGEST LENDER OF BANK CREDIT CARDS IN THE WORLD, AND THE LARGEST ISSUER OF BANK AFFINITY CARDS, MBNA HAS AN IMPRESSIVE RECORD OF GROWTH AND SUCCESS, DIRECTLY ATTRIBUTABLE TO THE CALIBRE OF ITS PEOPLE. MBNA INTERNATIONAL BANK LIMITED, WITH ITS HEADQUARTERS IN RURAL CHESHIRE, WAS ESTABLISHED IN NOVEMBER 1993 TO RUN THE U.K. OPERATIONS.

WE ARE CURRENTLY SEEKING TO RECRUIT A SELF-MOTIVATED PROFESSIONAL WHO WILL REPORT TO THE FINANCIAL CONTROLLER AND BE RESPONSIBLE FOR THE ACCURACY OF REPORTING TO THE BANK'S REGULATORS. THE REGULATORY REPORTING OFFICER WILL MAINTAIN A GOOD UNDERSTANDING OF FORTHCOMING REGULATORY CHANGES AND ASSESS THEIR IMPACT, ANTICIPATING PROBLEMS AND PLANNING/IMPLEMENTING RESOLUTIONS.

THE SUCCESSFUL CANDIDATE WILL HAVE A THOROUGH KNOWLEDGE OF BANK OF ENGLAND REGULATIONS INCLUDING CAPITAL ADEQUACY DIRECTIVE REQUIREMENTS AND WILL BE ACA QUALIFIED. ATTENTION TO DETAIL IS OF PARAMOUNT IMPORTANCE IN THIS ROLE TOGETHER WITH THE ABILITY TO IDENTIFY POTENTIAL RISKS TO THE BANK AND PROVIDE SOLUTIONS TO MINIMISE THEM.

If you enjoy working in a challenging, results driven environment we would like to hear from you. Please write enclosing your CV together with current remuneration package to Sue Jordan, Personnel Department, MBNA International Bank Limited, Chester Business Park, Chester CH4 9FB.

At MBNA we are committed to providing an excellent service to all our 18 million worldwide customers. To deliver this high calibre service we require quality people and quality surroundings, which is why we chose Chester as the site for our newly established headquarters.



INTERNATIONAL INDUSTRIAL GROUP, LEADER IN TRANSPORT EQUIPMENTS : TGV, EUROSTAR, MASS TRANSIT, TRAMWAY, LOCOMOTIVE, SIGNALLING SYSTEMS

2,1 billions ECU - 22 000 p. - 27 sites and subsidiaries in the world (9 in France) recruits for his headquarters in PARIS :

Project Finance Specialist

Under the supervision of the Financial Engineering Department Director, you will design financial packages for railway projects, particularly on limited recourse basis (BOT : BUILD OPERATE TRANSFER). You will elaborate the necessary simulations and modelling.

You will give assistance and advice to sales teams during business development and negotiation phases with customers. You will participate actively in groups with bankers and partners in order to implement the financing.

TRAVELS OVERSEAS.

30 years minimum, you will hold a commercial or engineering degree major in Finance and have similar experience of project financing if possible in bank industry. You will have a good knowledge of French and if possible of Spanish.

GEC ALSTHOM

TRANSPORT

Please send a CV with a covering letter and current salary, quoting reference GEC/PR.FI/22FT to our advising Consultant : Richard Bénatouil - GROUPE BBC
1 bis place de Valois - 75001 Paris. Fax (1) 42 60 38 95.
All applications will be treated in the strictest confidence.

DIRECTOR CORPORATE FINANCE

LEADING INTERNATIONAL TRADING & FINANCIAL SERVICES GROUP

LONDON

c. \$90,000 + BONUS + BENEFITS

• Highly successful publicly quoted company, supplying major food and beverage manufacturers world-wide, 4,000 staff in over 50 countries.

• The Group also provides specialist advisory, execution and clearing services in the futures markets and manages alternative investment products for clients world-wide.

• Responsible for all Corporate Finance activities and involvement with the Group's own financing, the Corporate Finance team act as the in-house merchant bank.

• Experience in negotiating and executing transactions of privately owned companies in developing countries.

• High calibre graduate, ideally MBA, qualified accountant or lawyer. Early to mid 30s with experience in corporate finance/M&A either in a prestigious merchant/investment bank, acquisitive corporate or leading consultancy, legal or accounting firm.

• A mature individual, incisive, commercial mind, the ability to relate and communicate across all sectors of the business.

Please apply in writing quoting reference 1157 with full career and salary details to:
Toby Lapsage-Norris
Whitehead Selection Limited
11 Hill Street, London W1X 8BB
Tel: 0171 290 2043
http://www.gboct.co.uk/whitehead

Whitehead
SELECTION

Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday.

For information on advertising in this section please call

Andrew Skarzynski on +44 0171 873 4054

Toby Finden-Crofts on +44 0171 873 4153

Robert Hunt on +44 0171 873 4095

European Broadcasting Union

based in Geneva



The EBU is an association of over 63 sound and television broadcasters serving countries throughout Europe and the Mediterranean Basin. The Union's mission includes the promotion of international programme exchanges and the management of the EUROVISION and EURORADIO networks on behalf of the Members.

To strengthen the position of the EBU Members in the increasingly diversified and competitive media market, the EBU is creating a new

Strategic Information Service

The SIS will concentrate its efforts in three main areas:

- organize a flow of strategic information to monitor, interpret and, above all, to anticipate major market trends in the radio and television industry;
- capitalize on data already held by EBU Headquarters and the Member-organizations;
- digest information available on the media research market, pin-point the best studies and sources.

To launch this Service, we are looking for:

the SIS Manager and a Media Analyst

The SIS Manager will be aged around 40, will be a committed European, fluent in English and French and able to work in other major European languages also.

He/she will hold a Masters degree or equivalent and have extensive knowledge of the media market, especially in the economic and strategic fields. He/she will be a skilled research analyst, and a talented teamplayer and manager having the ability to get things done through the efficient deployment of interpersonal relationships.

The Media Analyst, reporting to the SIS Manager, will have a similar profile, but less experience. Aged around 30, he/she will be an accomplished statistician and computer user.

Applications should be sent to: Human Resources Manager, European Broadcasting Union, Case postale 67, CH-1218 Grand-Saconnex (GE), Switzerland.

Skandia Life PEP Managers Limited Head of UK Sales



Our client, Skandia Life PEP Managers Ltd, established in 1993, is a subsidiary of the Skandia Group of companies which has operations in 100 countries and assets in excess of £17.5 billion. A talented investment professional is now sought to take nationwide responsibility for sales of the MultiPEP product and a new and exciting product due for launch this autumn.

To be considered for this position you must have at least five years experience of selling Unit Trusts and PEP's to intermediaries. You are highly motivated and ready to develop your sales career into a national sales role. Experience as a 'product champion' would be a distinct advantage as would a talent for public speaking.

Reporting to the General Manager in Southampton and based anywhere in the UK, you will work closely with the Skandia broker sales team to maintain and build on existing intermediary business. In addition you will also establish and service a small core of key investment intermediaries including stockbrokers throughout the UK.

The remuneration package includes a basic salary with a full range of benefits and an exceptional bonus scheme. To apply, please write in confidence, enclosing your CV (enclosing details of your basic salary and bonus earnings) quoting reference 1163 to Fiona Law, FLA Limited, 211 Piccadilly, London W1V 9LD. Tel: 0171 738 9732.



SEARCH SELECTION AND CONSULTANCY SERVICE

FINANCIAL TRADER

£ HIGHLY COMPETITIVE CITY

A privately owned investment company specialising in sophisticated trading models is seeking to expand its proprietary trading desk. The ideal candidate will have a minimum of three years financial trading experience, a university degree in a related field and be highly numerate.

Send C.V. to Box A5882, Financial Times, One Southwark Bridge, London SE1 9HL

Buy Side Equity Analyst

The ideal candidate will have a minimum of three years financial trading experience, a university degree in a related field and be highly numerate.

As the business of global financial services continues to change, Fleet Financial Group has become a preeminent player in the industry. Strengthened by solid business growth and key acquisitions, Fleet has emerged as the 10th largest bank in the United States with assets in excess of U.S.\$90 billion and 35,000 employees. Fleet is headquartered in Boston, Massachusetts and maintains offices internationally. In addition, with over 1,200 branches and 1,800 ATMs, Fleet manages one of the largest consumer branch banking franchises in the U.S., including the largest in the Northeast.

With a diversified product mix, Fleet has made a significant investment in technology and processing businesses to become a leading provider of financial services in the United States. Fleet is now well positioned to leverage its strength on the international front. Join us at Fleet, where the future of banking is taking shape.

International Correspondent Banking Relationship Manager

London

This key London-based position will direct overall marketing efforts for the selling of credit and non-credit products to financial institutions in Europe. Primary emphasis will be on clearing, trade and operational services for correspondent banks. The successful candidate will have 10 years' banking experience in Europe, including significant experience in correspondent banking. Applications will be treated in the strictest of confidence. Please send your CV and salary requirements to Fleet Financial Group, c/o PA Advertising, 2 Caxton Street, London SW1E 0QJ, quoting reference RMI.



Fleet values diversity. We are an affirmative action/equal opportunity employer M/F/D/V.

Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the International edition every Friday

For further information please call:

Andrew Skarzynski on +44 0171 873 4054

Toby Finden-Crofts on +44 0171 873 3456

INTERNATIONAL BANKING, IT & SETTLEMENTS
FX Marketing, Key role: 95% plus
Credit Analysis, Trade Finance, 50-80%
Fixed Income, C++ Users or Windows/NT 30-50%
Risk Management Analyst 25-40%
Settlements, US Support 25%
Company: Citicorp House 64/78 Kingsway, London WC2B 6AA
Tel: 0171 831 6000 Fax: 0171 831 6022
Email: citicorp@citicorp.com

Norwegian Analyst London

Kleinwort Benson is a leading international investment bank with a network of offices and a global client base. During 1995 Kleinwort Benson became a member of Dresdner Bank AG, one of Europe's leading financial services groups. The combined skills and resources of the two groups have created a leading force in international investment banking with a long-standing reputation for high quality research and powerful distribution.

As a leading player in the Scandinavian markets, we are looking for a well qualified and motivated Norwegian analyst to join our Scandinavian research team based in London. A minimum of 3 years experience in a broking or investment banking environment is expected, as well as a thorough understanding of the political and economic issues in Norway. Excellent bilingual verbal and written communication skills are essential as well as the ability to market effectively to clients. Additionally, experience of corporate finance work would be advantageous.

Candidates interested in applying for this position should send career details with a covering letter to Ms Gill Crofton, Personnel Department, Kleinwort Benson Limited, P.O. Box 560, 20 Fenchurch Street, London EC3P 3DB. The deadline for applications is 28 June 1996.

Kleinwort Benson

Member of the Dresdner Bank Group

senior tax attorney

U.S capital markets group

We have an opportunity for a qualified Tax Lawyer with 5-10 years experience to take responsibility for the fast growing financial trading businesses of a U.S. multinational.

London based, European travel

Based at the European regional head office in London, you will work closely with operations throughout western, central and eastern Europe to maximise tax savings and optimise international tax and legal structures for the U.S. parent company.

top salary, bonus & car

We're interested in talking to candidates currently in the \$100-150,000 range, with a proven track record of success in U.S. tax and financial markets taxation law. Someone with the potential to lead a small team of qualified Tax Lawyers would be ideal.

Reporting to the U.S. based VP of Tax Planning and to the Controller, Europe in, London, key responsibilities will include:

- Working with the Financial Markets Group on cross-border trading opportunities
- Contributing to European strategic tax planning and interface with U.S. tax planning

Travel of around 40% throughout Europe and the demands of a dynamic and constantly changing market place make this role a big challenge. Meeting this challenge will open up excellent opportunities globally in any of the companies product lines. Ref: FW0507/1

We have current opportunities for Tax Lawyers & Treasurers across central, western and eastern Europe. Email: farn@netbenefit.co.uk (Preferred CV format Word 6.0). Visit our Web Jobs at <http://www.farnwilliams.co.uk>

FARN WILLIAMS

Please send CV to Farn Williams, Diamond House, 37-38 Hatten Garden, London EC1N 6FW. Tel: (44) 171 404 4089 Fax: (44) 171 404 4083

REAL-TIME FRONT OFFICE TRADING SYSTEMS CONSULTANT

to £60,000 + benefits

INTERNET leads the way in banking systems by providing solutions to the world's major banks. Open Link is a new product covering Treasury, Capital Markets, Derivatives, Commodities and Risk Management in a client/server environment to offer all the capabilities required by Trading, Management, Sales, Operations and Accounting. Open Link is a highly evolved system that fully and powerfully meets the needs of today's global financial community.

INTERNET has set up a new team to launch Open Link in Europe, and a Consultant is now required to work closely with clients at the practical implementation stage.

As part of the team, you will lead our client organisations through the analysis and interpretation of their requirements, and the fulfilment of those needs through the Open Link system. With responsibility for the success of the client's project, you will need to liaise effectively with the trading room management at the highest level to ensure their satisfaction.

A self-motivated and highly mobile individual, your relevant experience will have been gained either in a leading financial institution or in a specialist information systems company. Your experience will include:

- a knowledge of banking products, especially Derivatives and Risk Management theory
- front office installations
- project definition and management.

The successful candidate will need to travel extensively on a regular basis. This position commands an attractive, negotiable salary. Generous benefits include quarterly bonus, 25 days' holiday, medical and insurance package and an additional four week sabbatical after four years' service. Most importantly, you will be working in a small, highly-motivated team where your contribution will be highly valued.

Please write with full career details, including current salary, and quoting Job ref: OLPC, to Employee Services - Europe, Internet Systems, Hollywood House, Church Street East, Woking, Surrey GU21 1HJ. Fax: 01483 740412.

INTERNET
INTERNET SYSTEMS CORPORATION

Deloitte & Touche

Deloitte & Touche is part of the international network Deloitte Touche Tohmatsu International. We are one of the biggest and fastest growing professional services firms.

The consistently expanding Management Consulting Department is currently seeking highly qualified candidates for the positions of

SENIOR MANAGERS
specializing in

- banking and finance
- different industry sectors
- corporate finance

The successful candidate will:

- have the willingness and capability to help create a market leadership for the consultancy practice;
- have a fluency in both Polish and English;
- have the ability to develop client contacts and deliver high quality work;
- be an excellent communicator;
- show drive and ambition for personal and professional development;
- be capable of taking independent decisions;

The Firm offers:

- employment in an international environment;
- training and development;
- opportunities for promotion;
- attractive compensation package, commensurate with your skills and responsibilities.

The above positions offer an outstanding opportunity for those who want to respond to the many challenges which are provided by the marketplace at its stage of development. If you are interested please send your CV and application letter addressed to:

Mr. Colin Wilks, Partner in Charge
Management Consulting Department
Deloitte & Touche
ul. Grzybowska 80/82
00-944 Warszawa

DIRECTOR OF FINANCE

A major medical specialty association located in Washington, D.C. seeks a highly qualified individual for the position of Director of Finance, to direct and administer the financial affairs of the association. The Director's responsibilities include managing and supervising the Division of Finance, which includes the Accounting Department, investment portfolio, pension plan, budget, and related activities. The Director reports to the Executive Director and is the principal contact for the Treasurer of this 34,000 member association.

Qualifications include Certified as a Public Accountant (CPA), 8 to 10 years of responsible management and accounting experience in a not-for-profit organization with a budget in excess of \$15 million per annum, experience administering budget and retirement plans, and demonstrated excellence in interpersonal and communication skills. We prefer an individual who has been Director of Finance (or similar position) for a professional society or association in the health care industry, and who is familiar with American Fundware Software.

We Offer a very competitive Salary and benefit plan. Interested and qualified individuals should send their resume to:

The American College of Obstetricians and Gynecologists
409 12th Street, SW
P.O. box 96920
Washington, DC 20090 6920
Attn: C Winston

FAREAST BASED ENTREPRENEUR,
running own successful business, extremely well connected in S.E. Asia. Prepared to undertake non-Executive position/consultancy for companies wishing to enter/develop Asian market for sale/manufacturing. Write to Box B4576, Financial Times, One Southwark Bridge, London SE1 9HL

MANAGER DESIGNATE
I require two well educated individuals (25-30) who want to be trained to fill management positions within a successful and expanding private company. The career path will reward those who accept responsibility with the job satisfaction and financial gain they deserve. Call: DAVID WHEATLEY 0171 240 3310

APPOINTMENTS WANTED

MATURE TECHNICAL ANALYST
(Ph.D.)
>15 years experience of bio-matrix, including mathematical, physics. Confirmed user of mathematical software: standard, Mathlab & Acorn
>2 years' management: vital relational skills, cultural and sub-cultural (English, French, Hindi). Book-level appreciation of corporate meeting transactions, pricing techniques, procedures & rates. Seeks challenging position within dynamic organization.
Tel: Only (44) 1865 5424 or over to Box A3062, Financial Times, One Southwark Bridge, London SE1 9HL

PRIVATE BANKING/ FINANCIAL MARKETING MILAN, LUGANO
Manager, 11 yrs Marketing and Sales experience in Multinational Advertising Agency, Bank, Companies. Seeks a challenge in a Financial Institution. Please Contact: Fax: +39-2-33197358 or email: darcen@mbol.vol.it

Derivatives Broker - European Clients

Excellent Remuneration
To specialise in cross currency basis swaps. Based in the City of London serving European-wide client base. Must be French speaker.

For an immediate interview please contact Nigel Haworth, Tel: 0171 236 2400 or apply in writing to Sheffield-Haworth Limited, Prince Rupert House, 64 Queen Street, London EC4R 1AD. Fax: 0171 236 0316.

SHEFFIELD-HAWORTH
Consultants in Search and Selection

Corporate Communications Manager

Reporting to the Corporate Communications Director, his/her responsibilities will include:

- press relations in Europe in co-ordination with the team based in US and the Joint Venture's parent companies;
- creation and publication of external information materials;
- support of European part of global consultants relations programme;
- evaluation and implementation of sponsoring opportunities in Europe.

Interested applicants can send their detailed curriculum vitae with photograph to our advertising agency, Universtal Communication, chaussée de La Hulpe 154, 1170 Brussels, who will centralize and forward them confidentially. Please indicate on the envelope the reference nr 315.

The successful candidate will be between 30 to 40 years old and will have a university degree with a minimum of 4 years experience in press relations in an international corporate environment.

The ideal candidate will be of English mother tongue and fluent in French and German, enjoy writing good texts, have political sensitivity and will be able to master complex situations and projects.

For this position, human openness, flexibility and adaptability to a multicultural environment, as well as outstanding communication skills are needed.

In return, this company offers an attractive salary package, as well as outstanding career opportunities in a fast growing organisation and industry.

We look forward to talking to you about a fascinating communication challenge, but please apply only when you are seriously interested and correspond to the criteria mentioned above.

Buy Side
Equity Analyst

ACCOUNTANCY APPOINTMENTS

Accounting Manager - Europe

Generics Division of a global pharmaceutical company

£40,000 + Benefits + Bonus + Car **Heathrow**

Bristol-Myers Squibb is a global organisation recording \$13.8 billion in worldwide sales and net earnings of \$2.6 billion for 1995. Its core businesses include pharmaceuticals, consumer products, nutritional and medical devices, all of which are represented by powerful product lines. Its vision is to be the pre-eminent global diversified health and personal care company, and has demonstrated its commitment to growth, productivity and a dynamic operating culture.

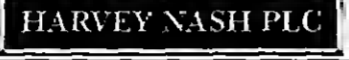
Bristol-Myers Squibb is investing to become a major player in the \$5 billion European generic drugs market which is experiencing 20% annual growth, and to date two acquisitions have been made.

The European Generics group now requires a high calibre finance professional to help structure their European Finance team. Reporting to the Director of Finance and Administration responsibilities will include:

- Preparation of internal and external financial reports for senior management, European Operations and Statutory requirements.
- Develop and implement financial controls over all aspects of the European business.
- Lead financial reporting and control effort during the development and roll out of an integrated system in the local generics market as sales efforts are launched.

Candidates will be graduate Accountants, with 3-5 years' PQE gained in a US Multinational. Excellent technical skills combined with commercial acumen, credibility and initiative are all required. You will also be capable of working independently in a constantly changing environment.

If you believe you have the initiative and skills for this challenging role then please write to our advising consultants, enclosing an up to date Curriculum Vitae, including daytime telephone number and salary details to Harvey Nash Plc, 13 Bruton Street, London W1V 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032) quoting reference number HNF139.

European Auditors

World class pharmaceutical and consumer products company

Packages from £30,000 to £40,000 + Bonus + Benefits **Heathrow**

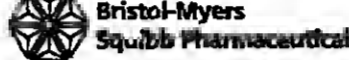
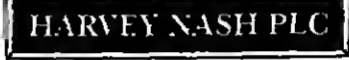
Bristol-Myers Squibb is a global organisation recording \$13.8 billion in worldwide sales and net earnings of \$2.6 billion for 1995. Its core businesses include pharmaceuticals, consumer products, nutritional and medical devices, all of which are represented by powerful product lines. The company has demonstrated its commitment to growth, productivity and a dynamic operating culture that is the platform for achieving its goal of becoming the pre-eminent global diversified health and personal care company. Following the regionalisation of its New York based audit team, a new European Audit Group has been formed. There is now an immediate requirement to staff this team with up to 5 professionals of varying degrees of experience. Reporting to the Head of European Audit, the work will include:

- Team based audits at Bristol-Myers Squibb's European Locations either in a lead or support capacity.
- Advice and assistance to operational management in the areas of internal control and good accounting practice, for example in the establishment or acquisition of a new business.
- Recruits should have the experience and interpersonal skills necessary to help shape, build and give credibility to this new group.

Candidates will be graduate ACA's, with between 2-6 years' PQE gained in one of the "Big 6". In addition to technical and intellectual excellence they will possess well developed interpersonal and communication skills, presence and integrity. Fluency in one other European language is preferable and also the cultural empathy necessary to operate effectively in the international arena.

The nature of the positions requires a certain amount of travel. These represent excellent opportunities to join a new and highly sponsored function within a world class organisation. They will provide the knowledge, expertise and scope for excellent career progression.

If you believe you have the required skill set, drive and appetite for one of these unique opportunities then please write to our advising consultants, enclosing an up-to-date Curriculum Vitae, including daytime telephone number and salary details to Harvey Nash Plc, 13 Bruton Street, London W1V 7AH. (Tel: 0171 333 0033, Fax: 0171 333 0032) quoting reference number HNF138FT.

INTERNATIONAL FINANCIAL CONTROLLER

"One of the fastest growing pharmaceutical manufacturers in the UK"

This new appointment represents one of those rare opportunities to join a company on a major growth curve. From £12m turnover to £100m by 2001 may seem ambitious, but this privately owned company is already a significant force in its field.

The company supplies a niche retail sector with both branded and own-label OTC pharmaceuticals via a manufacturing operation which is the focus of significant capital investment. Innovative in its strategy and very supportive to its customers, the company has a commitment second to none in new product development. International activity is underway in several European countries through JV's or wholly owned subsidiaries, with the USA and other markets being scheduled for 1997.

Reporting to the Group Financial Director, who has a significant general management role, you will work alongside the UK Financial Controller and take responsibility for the overseas operations; group financial planning and budgets; the development and improvement of costing systems at current and new manufacturing plants and most of the liaison with lawyers on commercial, employment and property contracts. You will also work with the Financial Director on major new funding initiatives for group expansion.

A qualified accountant, you must have worked within manufacturing in pharmaceuticals, food or similar and be well versed in costing systems. Ideally you will be familiar with international operations and contractual issues.

This appointment has a West London location. The future, with £100m by 2001, UK and international expansion plus diversification and acquisition, should provide challenges and opportunities in abundance.

INTERESTED? THEN PLEASE FORWARD YOUR CURRICULUM VITAE, QUOTING REFERENCE 2755 TO DENNIS FEILDING, SGI SELECTION, FINLAND HOUSE, 56 HATMARKET, LONDON SW1Y 4RN. Tel: 0171 930 6314 Fax: 0171 930 9539


 A Division of
 Selection Group
 International

The School of Oriental and African Studies (SOAS), the University of London, is Europe's leading centre of excellence for the study of Africa and Asia. The School has achieved significant growth in recent years.

and has instituted a number of innovative educational programmes. As a result of these developments, SOAS has created this new post to play a key role in the strategic and operational management of the School.

The Position

- Ensure the finance function provides an effective budgeting process in terms of procedure, controls and planning.
- Address the management information needs of the senior management team, department heads and committees of the school.
- Direct the Human Resource function to provide an effective administration, recruitment, remuneration, and training function.
- Participate in special fund raising projects and initiatives.

The Requirements

- Ideally a qualified accountant with substantial experience of financial management, modelling and control.
- A high degree of competence in strategic planning and professional management.
- Sound grounding in commercial operations, marketing and fund raising.
- Excellent communication and influencing skills with sensitivity to the goals of a high profile, academic institution.

Please send your CV with current salary details to: Ken Brotherton, K/F Associates, 252 Regent Street, London W1R 6AL. Tel: 0171 493 1236. Alternatively send by fax on 0171-412 0020 or e-mail to cv@kfaeurope.com

Internet Home Page: <http://www.kfaeurope.com/kfaeurope/>

K/F ASSOCIATES
CORPORATE CAREERS INTERNATIONAL

Senior Auditors

Multinational Healthcare Group

London - Substantial Travel **To £50,000 + Car + Significant Benefits**

Our client is a diverse £4 billion international healthcare group which focuses on three main areas: Diagnostics, Therapeutics and Orthopaedics. With operating companies in over 40 countries world-wide and products sold in 150 countries, the group is well positioned to continue to achieve sustained growth in an increasingly competitive environment.

Three small, high-calibre teams perform audits worldwide. There is now a need to recruit two high quality audit professionals into the team which performs audits in Europe and the Pacific rim.

Key tasks will include:

- conducting and leading audits of operating companies which are designed to add value by recommending improvements to the overall management control process;
- seeking opportunities for improvement in the efficiency and effectiveness of systems and procedures;
- building positive relationships with operating company management, fostering an awareness and appreciation of control.

The ideal candidates are likely to be graduates with an appropriate accounting qualification and, due to the level of experience required, aged at least thirty. Audit experience will include substantial exposure to international business environments. This could have been gained within a progressive internal audit department or within the profession.

In addition to excellent technical auditing skills, candidates should possess a high degree of computer literacy. Computer audit experience and fluency in a second European language (preferably German) would be significant advantages. In addition, the ability to work independently and interface at senior management level is an important characteristic.

Please send a full CV in confidence to GKRS at the address below, quoting reference number 543J on both letter and envelope, and including details of current remuneration.


SEARCH & SELECTION
 CLAREBELL HOUSE, 6 CORK STREET, LONDON W1X 1PB. TEL: 0171 287 2820
 A GKR Group Company

c. £90,000 package + options + benefits **Internationally Branded Apparel** **London**

Finance Director

Exciting new start-up backed by one of the world's best-known consumer brands with long-term investment commitment from multi-million dollar parent and investors. New appointment to assist the Chief Executive in implementing an ambitious growth strategy by establishing a first-class finance function that meets the needs of a young, growing business. A highly strategic and commercial role with real opportunity to influence the performance and direction of this start-up venture in a creative, fast-moving environment.

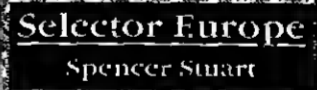
THE ROLE

- Working closely with the Chief Executive with full responsibility for setting up and developing the finance and IS functions, advising on a wide range of commercial as well as tax, treasury and funding issues.
- Providing a full financial service to the front end of the business, developing management information systems that focus on key performance indicators to support rapid growth and development.
- Key role in driving through the budgeting and planning process, representing the company's financial position to parent organisation and institutional investors. Evaluate potential acquisitions and investment in overseas expansion.

THE QUALIFICATIONS

- Qualified accountant or MBA, age 30+ with blue-chip training and international experience. Successful track record in a fast-paced, consumer-branded or retail environment with strong operational controls.
- Previous involvement in a start-up venture a distinct advantage, together with familiarity with a cash managed business and demands of City investors.
- Strongly entrepreneurial and commercially orientated with the toughness and maturity to take on a significant challenge as part of a high calibre management team.

Leeds 0113 2307774
London 0171 493 1236
Manchester 0161 499 1700


 Spencer Stuart
 Please reply with full details to:
 Selector Europe, 14 Connaught Place,
 London W1 2ED

Vice President Finance (Europe)

Quorum is a multi-national company with operations extending throughout Europe, the USA and Asia. The Far East. It markets a wide range of personal security and personal care products through a dynamic, multi-level marketing business. The company, which has been in operation internationally for five years, is expanding rapidly through this fast growing method of distribution.

World-wide Headquarters are in Hong Kong with manufacturing plants in the region. The VP Finance (Europe) will report directly to the entrepreneurial company chairman and owner based in Hong Kong. Therefore candidates will ideally have some experience of operating in a Far Eastern environment and an understanding of the requirements of working for a privately owned company.


Reporting to the job holder will be financial controllers for individual European countries or regions. European financial experience is essential.

with full understanding of all financial control and accounting issues as well as knowledge of transfer pricing and corporate tax planning.

Located in Milton Keynes at the European Headquarters, the successful candidate will work alongside the Executive European Vice President as a key member of the strategic planning and senior management team. This is an outstanding opportunity to make a major contribution in a business that is growing strongly and has huge potential for expansion.

Salary negotiable, plus benefits.

Please write in confidence to Peter Bunn at:
Meridian Search & Selection
 The Cloisters, 5 Kensington Church Street,
 London W8 4LD
 Tel: 0171 795 6633 Fax: 0171 795 6644



financial controller and commercial manager...

Private healthcare has become one of the fastest moving and most competitive businesses there is. PPP healthcare group intends to become the preferred choice for healthcare for all, for life. That means meeting a wider range of needs than most and providing a level of personal service that exceeds what our customers expect from us.


As part of the PPP healthcare group, Beaumont Nursing Care Centres is the country's leading provider of high quality private nursing and close care homes for the elderly. Presently we have seven centres offering 300 bed places but in the next five years we expect to have another eighteen, bringing the total number of beds to 1,500. Already four new sites are under construction.

We've an unusually diverse challenge for a financial controller and commercial manager who'll join our top strategic management team, sharing responsibility for the general management of the business and for realising our business plans. You'll enjoy full financial responsibility for PPP Beaumont plc and its associated companies, including management accounting, payroll, tax affairs, budgeting, sales income, purchase ledger, statutory reporting, audit, financial modelling, accounting procedures, systems and training. You'll run all commercial management activities, especially the awarding and management of contracts, control IT systems and strategy, and act as our company secretary.

You'll need to be a qualified accountant, preferably with additional legal training or qualification. Experienced in all the areas we've already mentioned, you'll need to have strong business acumen, a hands-on approach and the interpersonal skills to lead a small, highly motivated team. An empathy with the business of caring for elderly people is essential.

Salary will be around £40k plus car and other benefits. You'll be based at our offices in High Wycombe. Please send your full cv to Peter Buckle, Human Resources and Quality Manager, PPP healthcare, Beaumont Nursing Care Centres, Prospect House, Crenndon Street, High Wycombe, Bucks HP13 6LU.

Closing date for applications: Friday 28th June 1996. Initial interviews will be held between 4th and 11th July inclusive.



with you at every step™

Price Waterhouse
EXECUTIVE SEARCH & SELECTION

Head of Tax – FTSE 100

One of the top tax roles on offer in '96

Total package up to £175,000 London

AUK success story & a world class player
FTSE 100, unparalleled international spread of business in our sectors; acquisitive; key strategic alliances worldwide; everybody wants to do business with us.

A pivotal role for our Head of Tax
Optimise the group tax position; facilitate the tax effective commercial operations of the Group; and act as a business adviser.

A challenging agenda for year one
Start with a clean sheet of paper; get to grips with the complex structure and international scope of our business; undertake a comprehensive strategic tax review; look at the people and relative strengths of the in-house tax resources; provide input to all on-going transactions; and undertake an international schedule of visiting our operations.

A strong profile
The hard technical requirements are that you be particularly strong in UK, rest of Europe and Asia; have negotiated deals and completed deals; and can cope with virtually any permutation of joint venture/alliance. Beyond that, good US exposure, transfer pricing skills and strong relationships with the UK revenue will be helpful.

An approach to tax that is...
...enthusiastic; powerful and persuasive; highly commercial; and constantly stretching those around you with the breadth of your ideas.

A personal style that is...
...a polished communicator; a team player; practical; and a decision taker.

A style that can flourish within...
...an unusually flat structure where the degree of autonomy/empowerment given to our managers and relative lack of bureaucracy combine to create an unusually friendly/open environment where colleagues are ready to listen and where you can have a real impact on the business.

Put all this together and you have...
...one of the top tax roles on offer in '96. Your years of expertise (sector is irrelevant) have culminated in the maturity and wisdom that a role at this level demands – so it will suit a current Head of Tax looking to upgrade, a blocked/frustrated #2 or a partner in the accounting profession.

Our advisor, Hamish Davidson, is available on 0171 939 5312 for a discreet, confidential and informal discussion. Alternatively, write to him, quoting reference H/1652/FT, at:

Executive Search & Selection,
Price Waterhouse,
No. 1 London Bridge,
London
SE1 9QL
Fax: 0171 403 5265
Email: Hamish_Davidson@Europe.notes.pw.com

"Professionals ready for tomorrow's business challenges"

EUROPEAN FINANCE PROFESSIONALS

With revenues that have averaged over 50% growth in the last 5 years, our client is recognised as a dynamic front runner in the Information Technology Sector. This entrepreneurial Company is dedicated to strong corporate values and innovative product solutions. To support its high growth activity in the European region, opportunities now exist for ambitious and equally dynamic European Finance Professionals who can contribute in a broad business context.

Due to the high level of growth, the scope of appointments will range from newly qualified MBA/CPAs, or equivalent, up to Senior Management.

Finance is a key driver in determining the strategy and direction for the business; therefore, candidates will not only be accomplished communicators who enjoy influencing decisions and effecting change, but will possess the drive, energy, determination and resilience to adapt to the demands of a rapidly changing environment.

Successful candidates must be fluent in English and one or more additional European languages, be willing to travel or relocate within Europe, and demonstrate the tenacity, mental toughness and ambition to further develop their careers within this vibrant global Corporation.

Candidates wishing to be considered for these outstanding opportunities should send/fax their CV (in English) to our advising consultants Jane Storie or Mark Pochele at FSS Europe, Charlotte House, 14 Windmill Street, London W1P 2DY United Kingdom. (Fax: 44 171 209 0001 or 44 171 813 9479).

Excellent
Compensation
& Benefits



FINANCE DIRECTOR

High Performance Fund Management

City

To £90,000 plus benefits including substantial bonus potential

With c.£300m under management and part of a major financial services group, our client is one of the best performing global offshore leveraged fund managers. Building on their existing expertise in fixed income, foreign exchange and commodity derivatives they are embarking on an ambitious plan to diversify into other related areas such as equities and emerging markets.

A Finance Director is sought to work closely with the joint Managing Directors in managing the growth and development of the business.

You will be responsible for supervising all aspects of administration including financial management, information technology, operations, tax, regulation and offshore administration. However, as the team is of good quality and the systems are efficient, the emphasis will be upon the wider strategic contribution that will be expected in terms of developing the structure of the business as it grows. An imaginative and commercial approach to technical issues will be combined with active participation in establishing new funds or potentially acquiring other companies.

Aged in your mid to late thirties, you will be a graduate qualified accountant with detailed experience of all facets of financial management, including tax and regulatory issues, within the investment management sector. Previous exposure to offshore fund management will be a distinct advantage.

However, being naturally more of a deal maker than a number cruncher you will possess a far wider range of operational management and corporate finance skills that will allow you to relate easily to marketing and business issues. Creativity and professional presence will be essential pre-requisites in what will be a very "hands on" and challenging environment. The rewards for success, both professionally and financially, will be outstanding.

To apply in strictest confidence, please write, quoting Ref: 131, enclosing a full CV to Tim Musgrave at The Bloomsbury Group, 2nd Floor, Bedford Chambers, Covent Garden, London WC2E 8BA, or alternatively telephone him on 0171 379 1100.

THE BLOOMSBURY GROUP
Search & Selection



Les Echos
Le Quotidien de l'Economie

The FT can help you reach additional business readers in France. Our link with the French business newspaper, Les Echos, gives you a unique recruitment advertising opportunity to capitalise on the FT's European readership and to further target the French business world.

For information on rates and further details please telephone:
Toby Finden-Crofts on +44 171 873 3456

ASSISTANT GROUP CONTROLLER

London

c.£34,000 + Car + Benefits

Outstanding opening in a global FMCG market leader

THE COMPANY

- No.1 cosmetics group employing 40,000 people worldwide
- Excellent reputation for high quality, technically advanced products
- Exceptional brands including Cacharel, Lancôme, Ambre Sojaire, Plénitude and Studio Line
- Decentralised organisation; dynamic, entrepreneurial business style

THE PERSON

THE PERSON

- ACA/CIMA/MBA with 1+ years PQE
- Age indicator 26 - 30
- International profile. Fluency in French advantageous
- Commercially astute. FMCG/retail exposure preferable
- Strategic capability; strong analytical and influencing skills
- Potential and drive to succeed in a demanding environment

THE ROLE

- Group management reporting and financial control
- Provision of financial management support to operating divisions
- Treasury and foreign exchange management
- Financial analysis, business appraisals and management projects

Please contact our advising consultants Sharmila Sharon Parekh or David Howell on 0171 872 5544 or write enclosing your CV quoting ref: Y245 to them at:

EXECUTIVE MATCH,
1 Northumberland Avenue,
Trafalgar Square,
London WC2N 5BW
(Fax: 0171 753 2745)



L'ORÉAL

Price Waterhouse
EXECUTIVE SEARCH & SELECTION

Director of Internal Audit

US\$100,000 + Benefits Athens, Greece

This privately owned group of companies has interests throughout Europe and the Middle East with its headquarters in Athens. As a major and successful participant in its chosen areas of activity, businesses include shipping, oil trading, real estate, manufacturing and industrial services. With a strong commitment to business excellence and growth, and following a recent restructuring, they are now seeking a Director of Internal Audit.

This position will be based in Athens, but there will be some travel to operating companies. This is a senior appointment, reporting directly to the Managing Director and Audit Committee. With responsibility for 10 audit professionals, you will cover all aspects of internal audit including financial and operational controls and risks as well as computer audit.

We are seeking a Chartered or Certified Accountant (or recognised international accounting qualification), with at least 10 years post qualifying experience either within the profession or in a senior internal audit role in a major international and industrial company. You must be fluent in

both English and Greek and prepared to relocate to Athens (generous relocation assistance will be provided). You should have the credibility and professionalism to work effectively alongside operational managers throughout the group and the ability to coach and counsel in respect of controls and procedures.

This is a fascinating and challenging position within a prominent and very well regarded organisation. In addition to a negotiable salary, attractive benefits will be offered. If you are interested in pursuing an application, please send full CV and covering letter quoting reference D/0083 to our advising consultant, Mark Harshorne, at:

Executive Search & Selection
Price Waterhouse
19 Cornhill Street
Birmingham B3 2DT
England
Fax: 0121 200 2464
E mail: Mark_Harshorne@Europe.notes.pw.com

Finance Manager

Major Blue Chip Plc

To £45,000 + Excellent Benefits

West London

High-profile, analytical role to champion cash-flow and working-capital management issues key to the future of this leading UK company.

THE COMPANY

- ◆ Important British Group. £multibillion turnover. Worldwide activities. First-class reputation.
- ◆ Provider of extensive customer services. Fundamentally re-positioning for millennium and beyond. Exciting new-business ventures.
- ◆ Major division currently undertaking massive change programme to deliver competitive advantage.

THE POSITION

- ◆ Liaise with Senior Management to provide key financial advice on £multibillion cash-flow and working-capital management. Lead initiatives to improve performance.
- ◆ Develop leading-edge models for forecasting and business planning. Oversee preparation of all cash flows for management and Treasury.

Please send full cv, stating salary, ref SL40607, to NBS, 7 Shaftesbury Court, Chiswick Park, Slough SL1 2ER



NBS SELECTION LTD
A NBS Resources plc company



Slough 01753 819227 • London 0171 493 6392
Aberdeen • Birmingham • Bristol • City
Edinburgh • Glasgow • Leeds • London
Manchester • Slough • Madrid • Paris

"Influence those who influence others"
John Fairchild

Finance Tutor
package £40k - £50k

Management Training Partnership plc was formed nine years ago and now employs 12 full time tutors based in the UK and the USA, where we have recently opened an office. We provide high quality tailored management training in finance, marketing and human resource development to over 50 major public companies throughout the world.

This growing demand for our services has created an opportunity for a full-time finance tutor to join our team of six qualified accountants. The role is likely to offer international travel and will involve the design and delivery of practical and highly participative training programmes in the following areas:

- financial accounting
- financial analysis
- management accounting
- investment appraisal

The successful candidate will have broad-based industry experience, a good appreciation of total business operations and the ability to work and communicate effectively at a senior level. They must be self-starting in a challenging and intellectual environment and be committed to the values of customer service and performance improvement. While desirable, previous training experience is not essential to an exceptional candidate.

To apply, please send your Curriculum Vitae to: Chris Goodwin, Director, Management Training Partnership plc, 3 Prebendal Court, Oxford Road, Aylesbury, Bucks. HP19 3EY

Management Training Partnership

THE DEPARTMENT OF TRANSPORT

FINANCE DIRECTOR
CIVIL AVIATION AUTHORITY

Part-Time - Average 2 days per week

Pro rata to circa £90,000 pa (negotiable)

London

The Civil Aviation Authority (CAA) is both a public service enterprise and a regulatory body. It has an income of £590 million per annum and employs some 6500 people, the majority in its subsidiary company, National Air Traffic Services Ltd (NATS). In addition to NATS the CAA comprises a Safety Regulation Group, an Economic Regulation Group and some central functions.

The Finance Director will be a member of the Board of the CAA and responsibilities will include:

- oversight of preparation of the CAA financial results and Annual Report and Accounts;
- provision of financial advice to the Board to enable it to carry out its statutory responsibilities;
- management of the Authority's central finance activities;
- being a non-executive member of the NATS Board.

We are seeking a fully qualified accountant, who has substantial experience as a finance director in a significant public or private sector organisation, ideally a leading publicly quoted company. Knowledge of public sector finance is desirable.

The appointment, which is likely to be of interest to candidates seeking a second career opportunity, is for an initial period of three years and is pensionable.

Interested candidates are invited, in complete confidence, to telephone Roy Blackwell or Andy Tindall at the Department of Transport, for further details. A full CV should be submitted to Roy Blackwell at the Department of Transport, Zone 2/33, Great Minster House, 76 Marsham St, London SW1P 4DR, by 4 July 1996.

ACCOUNTANCY
RECRUITMENT

Top six trained with post qual. experience to join top city financial search company.

(Rec. Cons.)

Please contact
Robert Brockman
Tel: 0171 696 0453

FINANCIAL CONTROLLER/
GLOBAL AUDIT MANAGER (45)
Heavyweight finance professional with a proven track record & many years varied world leaders experience (banking, service & airline industries). Strong & first working German & French. Is used to travelling extensively from his own office in Zurich or would consider relocating. He desires a permanent or contract position in finance or external audit.
Phone 0041 (0) 77 782193 anytime

CORPORATE FINANCE EXECUTIVES

City

NQ - 18 Months PQE

This prestigious investment bank is widely recognised as one of the most successful and innovative in the field of International Corporate Finance. Continued growth has led to a number of positions at Executive level in the transaction-based teams.

The London office interacts on a regular basis with the world-wide network of offices and a large proportion of the deals are of a cross-border nature. Whilst encouraging a team orientated environment, individuals will be rewarded for contributing originality and creativity.

Applicants are invited from newly/recently qualified ACAs who can demonstrate an excellent academic track record, strong technical and analytical skills and an ambitious yet mature personality.

To discuss these opportunities in greater detail, please contact Jayne Bowtell or Richard Gander on 0171-405 4161. Alternatively send your CV to the address below.

FMS, 5 Broad's Buildings
Chancery Lane, London EC4A 1DY
Tel: 0171-405 4161 Fax: 0171-430 1140
Email: 100621.2024@compuserve.com
We have offices in London, Birmingham and Manchester



THE FSD GROUP

INVESTOR IN PEOPLE

Off-shore

The reputation of this organisation as one of the world's leading private banks has been achieved through constant innovation, product development and bespoke wealth management.

The significant branch network, one of the largest groups of its kind in the world, is seeking a senior professional to co-ordinate and control the Internal Audit function of the off-shore region and thereby assist management in off-shore trust and fiduciary structures. Responsibilities will also include managing a variety of ad-hoc projects.

In your early to mid 30s, you are likely to be either a graduate qualified Accountant with considerable post-qualification experience within Financial Services or from a Financial Services Group within the profession, or a banking

Regional Head of Internal Audit

to £50,000 plus benefits

professional with audit experience who is seeking to develop your career. The work is immensely challenging and dynamic in nature and therefore enthusiasm, self-motivation and creativity are as important as technical and analytical ability. You will also be able to demonstrate excellent communication and people management skills.

The significance of this position cannot be underestimated and career advancement within the group is assured upon success.

For further information in the strictest confidence, contact Ms Caroline Ford on 0171 240 1040 citing reference no. 2115/27. Alternatively, send or fax your résumé on 0171 240 1052 to Morgan & Banks PLC, Brettenham House, Lancaster Place, London WC2E 7EN.

Morgan & Banks
INTERNATIONAL

INTERNATIONAL MEDIA GROUP

Exceptional roles for young ACAs

London

c.£35k+fx car+bens

One of the world's largest information providers and publishers, our client is a leader in its chosen markets with interests ranging from online data services and scientific journals to consumer magazines. Highly profitable, annual sales exceed \$3 billion, achieving success through strong organic expansion, investment in new products and an active acquisition programme.

Crucial to this successful expansion is the effective integration of newly acquired companies. The Audit Team plays a central role in this process, focusing on high risk areas and identifying continual improvements in efficiency. Working closely with subsidiary Finance Directors, the 5-strong team acts as a catalyst for the introduction of change, carrying out pre- and post-acquisition reviews.

In addition the team seeks to ensure the leverage of best practice throughout the organisation, playing a key part in processing knowledge between business units. Members of the team also look at controls within existing businesses, gaining broad exposure to Head Office and subsidiaries, undertaking approx. 25-30% travel to Europe, the USA and Asia Pacific.

Following a series of promotions to senior line management positions, the team requires 2 additional members, who should be ambitious, bright young ACAs from a major practice. A good degree is essential, together with WP and spreadsheet skills and the ability to communicate effectively both orally and in writing. Successful candidates will probably have 2-3 years' pQE, but exceptional recently qualified will be considered. French, German or Spanish language skills would be an added advantage but are not essential; more important is the flexibility to be an effective team player yet be strongly self-motivated.

Career prospects in this growing, international environment are excellent and the rewards outstanding. The company operates a comprehensive training and development programme and in addition to an attractive salary and fully expensed car, benefits include health insurance, share option saving schemes and 5 weeks' holiday.

Interested applicants should post or fax a full CV quoting ref 161 to the address/fax number below. For more information contact us on 0171 242 9191 or during the evenings and weekends on 0171 251 8272 or 0181 607 9621.

ALDERWICK
CONSULTINGSEARCH & SELECTION
95 FETTER LANE, LONDON EC4A 1EP TEL: 0171-242 9191 FAX: 0171-242 3560

Self-motivation, enthusiasm and excellent communication skills are the key qualities that we expect from the decisive leader who will fill the post of Audit Manager in London.

Reporting to the Head of the Department, you will be required to plan and direct the process by which the Department assesses the way all significant operating risks are managed and controlled.

As well as Audit Management responsibilities you will work with the Head in the day to day management of the Department and take responsibility for staff development and team building.

Ideally you should have Audit experience in Card operations, possess appropriate professional qualifications, and have spent some time in a management capacity.

An attractive salary and benefits package will reflect your potential.

If you believe you've got what it takes to meet this exciting challenge, then please write to Annabelle Thornton at the address below before 27/6/96.

Manpower PLC
Manpower House
1 Pudding Lane
London EC3R 8AB

Our client is an equal opportunities employer.

Ref No: AMFT

There's more for you

INSTITUTE OF BANKING STUDIES, KUWAIT

A Leading Educational and Training
Organization is looking for

SENIOR TRAINING SPECIALIST - CREDIT

Qualifications: MBA/BA in Finance

Work Experience:

- 10 years lending experience plus 5 years training experience in a major bank
- Training skills should include: course design, material development and presentation

Personal Attributes:

- Excellent written and oral communication skills in English
- Clear English accent
- Professional appearance
- Ability to work in teams

Send detailed C.V. along with recent photograph, copies of qualifications, experience certificates, and reference letters, within 3 weeks to:

Head of Administration
Institute of Banking Studies
PO Box 1080
13011 - Safat, Kuwait

COOPERHEAT

FINANCIAL DIRECTOR (DESIGNATE) -
NORTH WEST REGION

We are the UK based head office of an international group, recognised as a world leader in our technically specialised, site services industry.

Reporting to the Managing Director of the UK operating company you will be responsible for day to day financial management and control together with company secretarial functions but will be expected to rapidly expand your influence to include participation in the strategic development of the business across all disciplines. The opportunity will exist for subsequent appointment to the Board of the International Group company with additional responsibility for co-ordination of financial planning and reporting within the group.

Candidates must be qualified accountants, ambitious and self-motivated with a practical, communicative style. Able to quickly master detail to effectively manage the function and then to further develop the department to improve the quality and timeliness of reporting and control. A hands on, committed approach to this challenging opportunity, within a successful and progressive organisation, will be essential. In return a salary of £32k-£35k with an excellent benefits package is envisaged.

Applications, to include a hand-written covering letter, curriculum vitae and detailed salary history, should be marked confidential and submitted to:
The Managing Director, Cooperheat (UK) Ltd,
Fylde Road Trading Estate, Southport PR9 9TF.

EUROPE

Qualified ACMA Finance Professional (35 British) seeks new position in European role based in UK. Experienced in Controlling, Analysis and Planning at both European and Country level. Last 7 years resident in Germany and Spain, currently working in France. Fluent German and Spanish, good French. Tel (+44) 468 595872 or (+33) 1 80 87 12 41

or write to Box A5686, Financial Times,
One Southwark Bridge, London SE1 9HL

Appointments
Advertising

appears in the UK
edition every
Wednesday &
Thursday and in the
International edition
every Friday

For further
information please
call:

Andrew Skarzynski
on
+44 0171 873 4054

Toby Finden-Crofts
on
+44 0171 873 3456

Investment Banking
Assurance and Advisory
Services

This international firm of auditors and advisors has a significant market share amongst the world's leading investment banks.

Recently qualified chartered accountants are sought to join a dedicated team of accountants, consultants and tax professionals in London. In addition to audit assignments, the team provides assurance and advice on a wide range of internal control, process improvement and risk management issues.

Key requirements are a first class track record, some exposure to banking and the proprietary trading of securities and a genuine interest in this exciting market. Advanced training is provided and opportunities exist for overseas assignments.

Applications should be made in writing to Hugh Nickerson, Conundrum Consulting, 25 Haymarket, London SW1Y 4EN.

Appointments Advertising

appears in the UK edition every Wednesday & Thursday and in the
International edition every Friday

For further information please call: Robert Hunt on +44 0171 4095